

Sahel Regional Program

1997 Results Report
2000 Resource Request
March 1998

Note:

Non-text files (e.g., spreadsheets, charts, maps, etc.)
have been appended at the end of the document

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ACRONYMS

AGRHMET	Regional Agroclimatology, Hydrology and Meteorology Institution
AFR/SD/PSGE	Africa Bureau/Sustainable Development/Productive Sector Growth and Environment
AFR/WA	Africa Bureau/West Africa
AFR/WA/RP	Africa Bureau/West Africa/Regional Programs
CFA	African Financial Community
CERPOD	Center for Studies and Research on Population and Development
CILSS	Permanent Interstate Committee for the Control of Drought in the Sahel
CNCR	Senegal's National Council for rural coordination
CONACILSS	National Correspondents of CILSS
DAC	Development Assistance Committee
DAG	Donor Advisory Group
DFA	Development Fund for Africa
ECOWAS	Economic Community of West African States
EU	European Union
FAO	U.N. Food and Agriculture Organization
FERAP	Trade Facilitation and Policy Harmonization Project (CILSS)
FY	Fiscal Year
ICC-D	International Convention to Combat Desertification
INSAH	The Sahel Institute
IPC	Implementing Policy Change Project
IR	Intermediate Result
LAP	Livestock Action Plan
MSU	Michigan State University
NRM	Natural Resources Management
OECD	Organization for Economic Cooperation and Development
PADLOS	Assistance to Local Development in the Sahel Project (CILSS)
PRASET	Regional Support Project for the Livestock Herders (German)
PRISAS	Food Security Analytical Capacity Building Regional Program (CILSS)
PRRD	Sustainable Restructuring and Relaunching Program of CILSS
REDSO/WCA	Regional Economic Development Support Office/West and Central Africa
REFESA	Sahelian Women's Network
RSPU	Regional strategic Planning Unit
REDSO/WCA/WAAC	REDSO/WCA/West Africa Accounting Center
SO	Strategic Objective
SPIA	Strategic Plan for International Affairs
SRP	Sahel Regional Program
SRPSP	Sahel Regional Program Strategic Plan
UEMOA	West African Economic and Monetary Union
UDEAC	Central African States Customs Union
UNSO	U.N. Sudano-Sahel Office
USAID	U. S. Agency for International Development

USAIDs
USG
WAEN

Overseas Field Posts of USAID
United States Government
West Africa Enterprise Network

Preface

Perhaps more than many of the other operating units in USAID, the Sahel Regional Program is a true partnership among West African regional institutions and the bilateral and multilateral donors that support the institutions' programs. We share a single, common set of objectives, and parallel finance the activities that lead to the results reported herein. Most of the results are thus taken directly from the results reporting of the West African organizations themselves, and from the work of the Club du Sahel. In the spirit of partnership, we wish to acknowledge the work of our colleagues in West Africa, the U.S. experts who collaborate with those colleagues, and our donor partners, without whom the results reported here would not be possible.

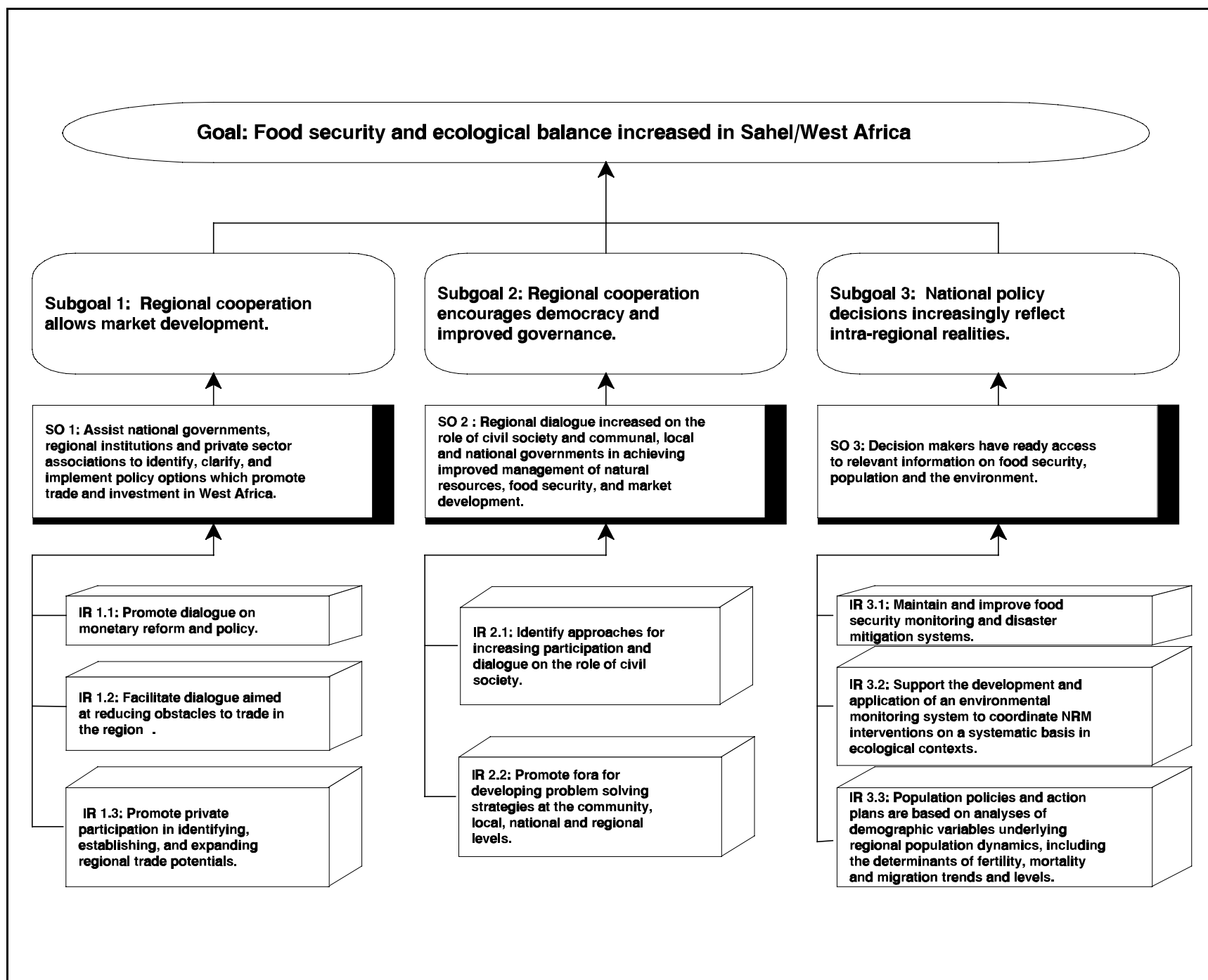


Figure 1: Sahel Regional Program Objective Tree

PART I: OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE

A. OVERVIEW

The goal of the Sahel Regional Program is: **Food security and ecological balance increased in Sahel West/Africa.** Reporting on the program goal provides an overview of the progress of the Program in the long term, and of the challenges that remain.

General development

Although most of the broad measures of social and economic development rank the countries in the Sahel among the lowest in the world, these countries have made progress over the past several years (Annex A). In aggregate, the UNDP's Human Development Index calculated for the Sahel increased by 70% between 1980 and 1993. In 1994, reflecting the poor growth posted by the CFA countries which led to the currency devaluation, the overall index for the Sahel showed only a 53% improvement over 1980. Niger ranks among the lowest in the world (173 of 175 countries ranked)¹. Burkina Faso and Mali also ranked in the 170s. Thus, although there has been some improvement, much remains to be done. A gender-specific measure of relative development, for example, shows that the Sahel stands at about one-third the level of the "high" human development countries, a gender gap which is manifested by low female literacy rates. Sahel-wide, female literacy is about 20% compared to 35% for males; female literacy varies from lows of 7% (Niger) and 9% (Burkina Faso) to highs of 40% (Guinea Bissau) and 60% (Cape Verde). Seventy-one percent, or 38 million, of the 54 million people now living in the Sahel cannot read or write. Other gaps exist also. Incomes are highly skewed in favor of the urban population, yet well over 70% of the population is rural. The UN estimates that about 60% of the population in the Sahel lives under conditions which contribute to severe poverty. Similarly, World Bank measures of poverty (according to income levels) indicate that 60% of the rural population in the Sahel lives in poverty (compared to 18% of the urban population). The region is further burdened by high population growth rates (close to 3% per year) stemming from high fertility rates of between 5 and 7 births per woman (rather than from migration), which increases the pressure on already scarce and very fragile resources -- over 30 million people (60%) in the Sahel live in areas with extremely high risk of adverse climatic events².

¹ Last year Niger ranked 174 of 174 countries ranked. The change in rank is more because an additional country was ranked and that others (Rwanda and Sierra Leone) have done so badly.

² Data from the World Resources Institute. This includes populations living in hyper-arid, arid, and semi-arid areas. It excludes a fourth category (dry sub-humid) which is also considered to include high climate risk populations.

Economic Growth

Broad-based economic growth is the ultimate measure of food security, especially when the sectoral and geographic distribution of that growth contributes to poverty reduction. Prospects for economic growth in the region improved dramatically when the CFA countries decided in early January of 1994 to devalue the currency by 50%. While the devaluation alone could not solve the growth problem or assure **food security**, it was an important precondition. Prior to the devaluation, per capita economic growth rates were near zero (and after accounting for inflation, negative) in the nine countries (Annex A). The initial impact of the devaluation was a significant increase in inflation, which means that real incomes were certainly reduced as the economies began to make the necessary adjustments to a more rational economic environment. Available data indicate that region-wide per capita GNP fell by almost 8% in 1994. Indications from the most recent data available are that the region has begun to recover, with a positive (1.6%) growth in per capita GNP in 1996 and an expected additional 2.3% in 1997. The improved competitive situation, more rational allocation of resources to local vs imported foods, and a greater incentive to invest in regional trade are expected to push per capita economic growth to a sustainable level of about 2.0% per year through the year 2000. At this rate of growth these nations could begin to make advances toward **poverty reduction** and see a significant improvement in food security. Prospects are good for improved incomes and greater civic participation in the Sahelian countries, and development is expected to accelerate over the next five years. We expect substantial immediate gains in purchasing power in the rural areas and longer term improvement in life spans and education levels.

Ecological balance

Ecological balance, as measured by changes in per capita "availability" of forest and woodlands, probably declined by 3.8% per year in the 1980's -- the average population growth rate was 2.8% and there was a reduction in forest and woodland area of 1.0% per year, but indications are that it has begun to improve (Annex A). According to World Bank and World Resources Institute data, the annual rate of deforestation between 1980 and 1990 was -0.6 percent, for a 3.4% decline in per capita availability. Niger and Mauritania show a slight positive reforestation rate, but this is clearly not adequate to sustain ecological balance in the Sahel. Fuelwood accounts for about 90% of domestic energy used in the Sahel (most collected by women and children), which suggests that this will remain a problem, especially of fuel availability and the collection burden on women and children. USAID is not actively engaged in alternative fuels activities in the Sahel, but, fortunately, the European Union has a large regional project to address the issue. There is a great distance to cover before alternative energy use makes a significant contribution to the ecological balance in the Sahel. For example, per capita consumption of electricity in Morocco is four times greater than it is in Senegal.

The International Convention to Combat Desertification (ICC-D), which began an urgent implementation phase in 1995 in sub-Saharan Africa, will contribute to **ecological balance** by helping protect existing forest and woodlands and by improving incentives for implementing better natural resource management practices. The Convention explicitly recognizes that the root cause of advanced desertification is more than just climate or bio-physical, it is also rooted in social and economic practices and incentives. National programs to improve agro-forestry practices and land use policy in Burkina Faso, Senegal, Mali, and Niger, and regional efforts to

improve environmental education, and to assure better coordination and information-sharing will contribute to reduced pressure on the ecosystem. Combined, these programs should help reverse the negative trend in resource balances, and should increase availability by 1% per year by the year 2000. Since these data change very slowly, objective measures of progress will only be available every 5-10 years.

Sub-Goal 1: Regional cooperation allows market development

West Africans realize that active economic cooperation is essential for economic growth in the region. The Sahelian states are especially dependent on trade with the coastal states, an awareness that is reflected in the many regional structures and agreements in West Africa (CILSS and ECOWAS included). Until the devaluation of the CFA, the overvalued exchange rate, and formal and informal barriers discouraged trade between the Sahel and the coastal states. The overvalued exchange rate also encouraged substitution of imports for locally available commodities, rather than encouraging growth and income generating exports. The situation changed dramatically when the CFA was devalued because it and associated political commitments helped to open domestic, regional and international markets to local products. This is critically important for economic growth and poverty reduction in the region because sub-Saharan Africa in general has lost so much of world market shares in its main export commodities. For example, the market share of green groundnuts has fallen 80 percentage points since the 1960's, natural gums by 11 points, and groundnut oil by 19 points. On the positive side, raw cotton -- which has become important to the Sahel -- has gained about two percentage points in market share.

Table 1. Recorded Export Trade Between West African States (% of total exports)

Exports to:	Exports from:		
	Sahel	Non-Sahel Coastal States	West Africa*
Sahel			
1987-92 Average	3.8%	2.8%	3.0%
1993	3.2%	3.0%	3.0%
1994	4.3%	3.2%	3.3%
1995	4.3%	2.4%	2.5%
1996	4.0%	2.3%	2.5%
Non-Sahel West Africa			
1987-92 Average	7.4%	5.8%	6.0%
1993	8.1%	7.4%	7.5%
1994	10.2%	7.7%	7.9%
1995	6.7%	7.2%	7.2%
1996	7.4%	7.3%	7.3%
West Africa*			
1987-92 Average	11.3%	8.7%	9.0%
1993	11.3%	10.4%	10.5%
1994	14.5%	10.9%	11.1%
1995	11.0%	7.2%	9.7%
1996	11.4%	7.3%	9.8%
Source: IMF <i>Direction of Trade Statistics</i> , 1996, 1997.			
* Excluding CAR, Sierra Leone, Liberia, Equatorial Guinea and Gabon -- includes Cameroon.			

to 11.3% of the total export trade of the Sahelian states. Over the same period, recorded export trade from the other West African states to the Sahelian states amounted to only 2.8% of their total exports (Table 1). The distribution of Sahelian trade shifted dramatically toward the coastal states immediately after the devaluation, with between 12% and 14% of the total from the Sahelian countries going to all of West Africa and 8.5%-10% going to the coastal states. The proportion of trade going to West African countries returned to more normal levels in 1995 and 1996 -- about 11% -- but of a much higher total.

Recorded trade between Sahelian and non-Sahelian-Coastal countries increased 20% in 1995 and by almost 24% in 1996 (a grouping which includes countries with CFA and non-CFA currencies). Total reported exports from Sahelian countries increased by 44% in dollar value in 1995 and by an additional 12% in 1996. This is a significant increase but it masks some astounding country-specific changes. In terms of international trade, Senegal's share of the world total declined by 45% between 1990 and 1996 and Mali's share declined by 25%. Over the same period, Senegal's recorded exports to the world declined by 15% while Mali's recorded trade increased by 10%.

The effect of the devaluation was to stimulate considerable import substitution from both domestic and regional sources, especially of rice, vegetables and meat. Estimates are that trade between West African states could double if formal and informal barriers are removed. The Sahelian states, especially the rural sector where most of the poor are located, will be the largest gainers.

Sub-goal 2: Democracy and governance improved

This sub-goal is measured by the Political Rights and Civil Liberties indexes produced by Freedom House. They measure rights of association, expression, participation and freedom of movement. Countries are classified according to "not free", "partially free", and "free", depending on individual classification of civil liberties and political rights (Table 2). Analysis has shown that political and civil freedom are positively correlated with economic growth.

The 1995 coup in The Gambia and the 1996 coup in Niger shifted the two countries into the "not free" status. As a result, The Gambia and Niger (especially Niger) are expected to post low growth rates over the next several years. Compared to 1996, the measures of political freedom remained unchanged in 1997. While there was no relative loss in the status of the populations in the Sahel, existing constraints continued to exist. The likely impact on growth and poverty is discussed later.

Economic freedom is a second, and more direct, measure of what the Sahel Regional Program seeks to achieve: one, by improving the economic potential of individuals; and two, by helping eliminated barriers to economic activity. While none of the West African countries ranks especially high on the major indices which are calculated to measure economic freedom, several have recently made significant gains. For example, since 1995 Mali has improved its status by over 11%, Ghana has improved by 9%, and Burkina Faso has improved by over 5%.³ This is

³ Data from the Heritage Foundation Index of Economic Freedom, taken from their web page.

relevant because research has demonstrated that per capita incomes will increase by about the same percentage as the change in the Economic Freedom Index.⁴

Sub-goal 3: National policy decisions increasingly reflect intra-regional realities

Attainment of this sub-goal is measured by the existence of harmonized National Environmental Action Plans (NEAPs), a complete absence of unanticipated food crises, and the existence of regionally attuned

national population policies. Each of these indicators is generated at the national level, often as a result of bilateral actions and activities, so overall attainment is a reflection of donor coordination, regional cooperation, and assistance from regional institutions to national governments.

NEAPs. The ICC-D is the major event which impacts on complementarity of NEAPs in the region. While implementation of the terms of the Convention has just begun -- the first West African meeting for the sub-regional Action Plan held in Niamey in July 1997 and the Second Conference of Parties held in Rome in September 1997 -- it is expected that associated planning, dialogue and environmental monitoring will make a major contribution to improved resource management in the region. At the present, most of the Sahelian states have either completed or are well advanced in developing NEAPs. As of the end of FY 96, Niger had just begun organizing to develop a NEAP and Senegal was in the initial development phase (See Annex B).

National Population Policies. In 1992, none of the Sahelian states had pro-family planning population policies. Eight of nine now have promulgated population policies, with Guinea

Table 2. Comparative Measures of Freedom in Sahelian Countries

Country	1991	1992	1993	1994	1995	1996	1997
<i>Burkina Faso</i>	NF	PF	PF	PF	PF	PF	PF
<i>Cape Verde</i>	F	F	F	F	F	F	F
<i>Chad</i>	NF	NF	NF	NF	NF	NF	NF
<i>The Gambia</i>	F	F	NF	NF	NF-	NF	NF
<i>Guinea Bissau</i>	PF	PF	PF	PF+	PF	PF	PF
<i>Mali</i>	PF	F	PF	PF+	F	F	F
<i>Mauritania</i>	NF	NF	NF	NF	NF+	NF	NF
<i>Niger</i>	PF	PF	PF	PF	PF	NF	NF
<i>Senegal</i>	PF	PF	PF	PF	PF	PF	PF
Source: <i>Freedom in the World</i> , Freedom House, various issues. (-) indicates a negative trend, (+) indicates a positive trend.							

⁴ Results from Hanke, H. and S. Walters "Liberty, Equity and Prosperity", Senate Joint Economic Committee, July 1997 which shows a range in the elasticity between freedom and per capita GNP of between about 0.7% and 1.4% or a midpoint of 1.0%. The authors investigated three separate measures of economic and political freedom and found that per capita economic growth was very positively (and similarly) impacted by the separate measures. Measures were taken from the Fraser Institute, the Heritage Foundation, and Freedom House. The Heritage Foundation was used here because it is most recent and readily available. In this analysis we concentrate on the rate of improvement rather than the numerical value of the Index.

Bissau's awaiting ratification. All of the policies have chapters on migration, as well as addressing natural increase. There are two challenges to be addressed in the coming years. The first is to re-examine policies and programs in light of the recommendations of the U.N. conferences in Cairo, Copenhagen and Beijing; specifically, the introduction of a broader range of reproductive health concerns and thorough gender integration. The second challenge is to move from policy formulation to program implementation. Three states now have population program action plans. One Sahelian state - Senegal - is actually reporting a decline in urban fertility rates. Over the next two to three years, it is anticipated that the remaining Sahelian states will develop action plans for population and related health programs. The third regional conference on population and development in West Africa - a major opportunity to increase regional harmonization through information exchange and the realization of economies of scale - is scheduled to be held in Burkina Faso in 1997.

Food crises avoided. One of the great achievements of the Club du Sahel/CILSS system has been the avoidance of famine in the Sahel. Rainfall variation is probably the one most important factor in the region, and below-"normal" levels are a frequent occurrence. However, several strong national early warning and market information systems, along with a regional center at AGRHYMET, and careful coordination and review have helped avoid crisis situations, which contributes to enormous savings in human life and reduced the need for emergency resources. In fact, ***calculations based on U.S. Title II delivery costs and a deficit based on normal consumption and production levels for the Sahel, show that it would have cost about \$200 million more in 1995 than the \$24 million actually spent, if the deficits had not been managed by intra-regional transfers and the availability of alternative foods.***⁵

Rainfall in the 1997 cropyear was below average in some localized areas, which generated calls for modest increases in food aid imports for the countries which are normally deficit (Cape Verde, Chad, Mauritania, and Niger). Production in Cape Verde, Senegal and The Gambia was considerably below average, but the requests for increased food aid were anticipated well in advance, so the necessary additional aid was readily available from donors through normal distribution channels and hence any possibility of a crisis in these countries was avoided. The other Sahelian states are not expected to face any significant food availability problems this year. It is also to be noted that production in 1996 and 1997 exceeded all but two years' production since 1989. Overall, the Sahel production for the 1997 consumption year was 99% of the 1992-96 average.

B. FACTORS AFFECTING THE SAHEL REGIONAL PROGRAM PERFORMANCE

There are two sets of factors affecting the Sahel Regional Program performance, which, taken together, have a rather poignant effect. The first is the clear advance in African leadership of the program represented by the successful formation by Sahelian society of a long-term vision with specific, actionable objectives. The second is the continued reduction in bilateral presence in the Sahel, and in regional presence and operating-expense support. This, in turn, drives the use of program funds for administrative functions at the expense of direct support to achievement

⁵ AFR/WA/SRP calculations.

of the African-defined results. Hence the poignancy: at a time when the Sahelians are poised to forge ahead, the U.S. support is turned inward and effectively diminished. The political will may exist, but it is not being manifest in actual engagement, a fact not lost on the Sahelians.

The vision-setting exercise called Sahel 21 was a participatory process, led by CILSS and culminating in a "Declaration of the Forum of Sahelian Societies" that was accepted by the Heads of State and Government of the nine Sahelian state at their 12 triennial meeting held in Banjul, The Gambia in September 1997. The Heads of State then gave CILSS the mandate to follow up and implement the vision expressed in the Declaration, which will positively impact SRP program performance through 2002. After attending the Heads of State and Club 20th Anniversary Meetings (held back-to-back), USAID's Deputy Assistant Administrator for Africa observed that the SRP was truly an African-led program.

Also in September 1997 in Banjul, the Club du Sahel observed its 20th anniversary.

The object of the 20th anniversary celebration was to distill from the Sahel 21 and Cooperation 21 (a Club-led year-long review of external assistance to the Sahel) processes a common understanding among the Club du Sahel's development partners of the lessons learned from 20 years of international aid, Sahelian aspirations for the coming generation and the role of the Sahel's external partners in that future. It concluded with the endorsement of a

"second-generation contract for

renewed development cooperation in the Sahel" embodied in the Banjul Memorandum, drafted by the Club Secretariat, as well as the approval of a new Action Framework for the Club du Sahel.

The Banjul Memorandum

The memorandum chronicles the emergence of a "dynamic Sahel overcoming its handicaps, a region confident in its future but still facing major challenges".

The Sahel 21 good physical and competent

The consensus

1) establishing resource priorities

2) institutionalizing

3) ensuring livestock, fisheries resources, and

4) ensuring

5) building world.

The conclusion of the memorandum reads, in part, as follows:

"The Sahelian countries and their partners are convinced that development cooperation can only achieve results if it responds to the joint political will of all partners. They pledge to seek ways and means together to: express this joint political will; define priorities for the use of public and private aid; increasingly transfer aid management responsibility to sahelian; pursue development cooperation based on mutual commitment, supported on each side by adequate resources... (T)he Club du Sahel members will gradually develop a set of principles likely to better guide the implementation of development cooperation in the sahel inspired by the Food Aid Charter. . . and by the orientation(s) adopted by the DAC . . . At a time when too many developing countries are isolated from globalization, international development cooperation should provide the Sahel with effective support to find its way in the interdependent world of the future. This ambition requires a long-term commitment.

In "Cooperation 21: Summary of Lessons from 20 years of International Aid to the Sahel," donors are enjoined to adopt a strategy of greater restraint. This means to:

- Pursue recent efforts to design and use more flexible instruments and procedures that enable donors to respect the timing of their partners and to support the fluid and uncertain processes that characterize development efforts.
- Promote true ownership of aid operations by designing them as learning exercises which incorporate the kind of training that will help beneficiaries take progressively fuller control and to sequence activities by level of difficulty in order to facilitate the learning process.
- Manage aid evaluation systems to assess the lasting effects of projects, whether direct or indirect. Evaluation of aid activities should be more global and collective in approach, involving recipients and also allowing room both for admission of error and for the discovery of unanticipated success.
- Examine the weaknesses of cross-donor coordination in the field and draw inspiration from the few successful examples.

Sahelians are enjoined to gain full understanding and control of the aid system, and to break with a passive recipient mentality. This means:

- A willingness to see aid as a supplement to local resources and as a support to indigenous dynamics. It is important to resurrect the notions of partnership and counterpart local contributions, which have lost much of their meaning over the years.
- More discussion of aid within Sahelian societies, a clearer process for expressing demand, and a greater capacity to make hard choices.
- The reform of state and local institutions, giving them the tools required for constructive dialogue with local people and responsible management of investment programs.

The new Action Framework of the Club du Sahel was endorsed in the same spirit of renewed commitment to the Sahel. The mission of the Club is reaffirmed to be one of fostering "...a common understanding of the potentials and problems of the Sahel among all partners, to anticipate short- and long-term changes, promote necessary innovations and help make cooperation more effective." The Action Framework contains the following strategic objectives for the Club:

- strengthen the capacities of all partners, making sure they are better informed and better able to analyze, design and manage development;
- disseminate appropriate information to raise awareness among opinion leaders and decision-makers on phenomena affecting growth and stability in the Sahel;
- facilitate long-term development financing, improve aid relationships and practices and develop alternative sources of finance to reduce dependency on conventional aid.

The combination of the Sahel 21 vision and the renewed commitment to the development partnership among Northern and Southern partners updates and focuses the environment in which the Sahel Regional Program Strategic Plan (SRPSP) is implemented. The SRPSP's strategic objectives will remain the same, but subtle shifts in activities may be required as a consequence of the agreements forged in Banjul in 1997 - between Sahelian states and their civil societies and between development partners in the Sahel.

The SRPSP was approved in January 1995. For the third consecutive time, i.e., in every year since its approval, the SRP management team has made adjustments to accommodate new USAID downsizing impacts on, and lack of steady budgetary commitment to, the program. For the first time, however, this year the SRP's West African partners have questioned the future of USAID's support and its commitment to a sustained partnership.

Over the last three years, the SRP's management contract partnership with USAID/Burkina Faso, USAID/Niger and USAID/Mali to share the day-to-day responsibilities for program implementation have been annulled by rightsizing, political events and reengineering. The SRP has reconfigured management to enable it to continue its strong performance by shifting former operating expense costs and costs previously contributed by the aforesaid missions onto the program budget, thereby severely impacting the resources available for direct support to the SRP's West African partners. At the end of 1997, the decision was made to close REDSO/WCA, and downsize regional operations still future, thereby ending the SRP's access to technical and project design services altogether and severely reducing accounting staff allocable to SRP activities. The USAID direct-hire position in the Club du Sahel Secretariat has been deleted as of the end of FY 1998. After years of shielding the West African partners and the Club du Sahel Secretariat from the internal reductions, the budgetary impacts of the program realignments necessitated by these sharp reductions have finally been felt by the West African partners, and they are now questioning USAID's ability to continue to be a major partner.

The guidance given to the SRP was to prepare a complete R4 2000. The following sections of the R4 show that the SRP, thanks to the African leadership of its program and the close collaboration with other donor partners, continues to perform strongly. Regardless of the ultimate configuration of regional programs in West Africa, it is important that the outcome of the review of this program allow USAID to reaffirm its commitment to the reengineering principle of linking resources with performance, and to reassure the West African regional partners of its intention to continue USAID's strong intellectual and financial support.

PART II: PROGRESS TOWARD OBJECTIVES

Objective Name	Rating	Evaluation findings
SO 1: Assist national governments, regional institutions and private sector associations to identify, clarify, and implement policy options which promote trade and investment in the West Africa Region	Exceeded	

S O 2: Regional dialogue increased on the role of civil society and communal, local and national governments in achieving improved management of natural resources, food security, and market development.	Exceeded	
S O 3: Decision makers have ready access to relevant information on food security, population and the environment.	Exceeded	<p>First evaluation of the Club du Sahel showed significant achievements in early years, less identifiable impact in later years of its 20 year existence. Management and accountability were judged weak.</p> <p>PPC/CDIE Impact evaluation of developmental food aid identified useful lessons learned for future programming.</p>
Percent funding through NGO and PVOs: FY97 2.1%; FY98 0%; FY99 1.6%; FY 00 1.4%.		

1. **Strategic Objective 1:** **Assist national governments, regional institutions and private sector associations to identify, clarify, and implement policy options which promote trade and investment in the West Africa Region.**

The targets for this SO were exceeded in 1997. This SO responds to the Strategic Plan for International Affairs (SPIA), specifically to the U.S. national interest in economic prosperity. Since the Strategy is sub-regional in nature, there is no corresponding mission performance plan by which the relative importance of this objective can be assessed.

Achievement of this SO is measured by the number of countries that demonstrate that the concept of comparative advantage is included in their trade policies, and by reductions in marketing costs. The first is a measure of improving potential for regional trade and the second is a measure of achievement in eliminating costly formal and informal trade barriers.

The approach taken in implementing SO 1 is to help private and public entities separately and together to apply the strategic management method used by the G/DG Implementing Policy Change (IPC) Project. The method emphasizes a pragmatic, action- and results-oriented process in which the stakeholders develop action plans that lay out concrete steps, assign responsibility for taking the steps, assess progress, and define next steps in an iterative manner. Measurement of achievements of this SO occurs in a wider geographic zone than the other two SOs of the Sahel Regional Program, because trade with the non-CILSS states in West Africa is vital to sustainable growth in the Sahel.

A. Performance Analysis

A combination of activities of varying duration is used to support this SO. The Livestock Action Plan (LAP), started as a commodity-specific activity which focused on specific changes needed to improve the efficiency of the livestock marketing system. This approach has been very successful as a way of capturing and retaining both private and public sector commitment to achieving a shared agenda, so it was expanded by the CILSS/FERAP activity to include cereal grains and horticultural crops. Building a sustainable private-sector network is a medium-to-longer term effort which focuses on more general goals aimed at influencing both internal West African and external approaches to doing business in the region. A medium-term activity supported by the Sahel Regional Program has been a three-year CFA devaluation impact assessment, which had completed data collection and enough analysis by the end of 1997 to draw major conclusions. It will finish publication and dissemination in 1998. The devaluation work has produced an exceptional body of analysis of the changes in, and impact on, the economies and people in the region since the devaluation.

It cannot be said that any country in the region has a fully open economy, but on the basis of market liberalization, absence of import and export taxes, and elimination of state monopolies, the SRP judges that by 1997 at least seven countries had formulated trade policies and regulations which generally reflect national comparative advantage, especially with respect to livestock, fruits, vegetables and cereals. The non-CFA-Sahelian countries tend to tax imports less, and the three major CFA countries (Mali, Senegal, and Niger) tend to tax imports the most.

Trade and Investment Policy and Regulation

Results under this part of the SRP Strategy were outstanding in 1997. Major achievements ranged from direct impact on the trade environment, to the production of important new, highly policy-relevant analyses that were used to support dialogue on specific issues discussed below.

Livestock: The Livestock Action Plan started with three countries (Mali, Burkina Faso and Côte d'Ivoire). At their request, Ghana and Togo were formally added to the original three states in 1996, and Niger was added to the active list in 1997. The coordination committees for each of the three new countries was created in 1997.

In the past the SRP used the percentage reduction in livestock marketing costs as an indicator for this strategic objective. This year the SRP is reporting on two new indicators: 1) the change in the farm value of exported livestock (cattle, sheep and goats); and 2) the farm-to-coastal market (butcher) price margin. The SRP intends to replace the marketing cost measure used previously with these indicators.

As reported in the past, the 1994 devaluation of the CFA stimulated enormous increases in livestock exports from the Sahel: the value of livestock exports from Mali immediately increased by over 4 times the 1993 level and has remained at the new level; the value of exports from Burkina Faso is now at about 200% of the 1993 level; and export values for Niger also increased, but because of marketing and institutional obstacles in Niger, this was held to a lower rate of increase -- currently 28% above the 1993 value.these two new indicators⁶.

The aggregate farm-to-butcher margin is an indication of how effective the LAP has been in keeping livestock marketing costs at reasonable levels. The difference between farm and butcher prices is now about 26% of the price paid by the butcher -- looked at another way, farmers are getting about 74% of the coastal market price (Table 3).

Table 3: Farm Value of Livestock Exports and Market Margins for LAP Countries

Percent Change in Farm Value of Exported Livestock (1993 is the Base)					
Farmers in:	1993	1994	1995	1996	1997
Burkina Faso	0.0%	114%	205%	210%	199%
Mali	0.0%	411%	644%	450%	453%
Niger	0.0%	10%	70%	61%	28%
Margin on Live Cattle: Farm vs. Côte d'Ivoire Butcher (% of Coastal Market Butcher Price)					
Farmers in:	1993	1994	1995	1996	1997

⁶ This change has been made to respond to concerns in past reviews that the marketing cost measure did not indicate enough about people level impact.

Burkina Faso	33.3%	30.8%	28.3%	40.0%	30.2%
Mali	20.0%	12.5%	19.4%	31.1%	22.6%
Aggregate	28.5%	20.3%	23.2%	35.5%	26.3%
Source: Calculated using data from CILSS/FERAP -- collected from relevant national offices.					

A target of maintaining the 29% observed in the base year (1993), and in 1997 the target was met. Overall, the LAP has managed to achieve some significant results -- in Burkina Faso the number of control points has been reduced from 24 to 4, which has reduced the cost associated with these points when moving a truck from Burkina to the Côte d'Ivoire from 200,000 CFA to 70,000 CFA. In Mali, the LAP coordination committee has begun to disseminate regional livestock prices via regular radio broadcasts.

The LAP had several notable successes in 1997 (see box). In addition,

CILSS initiated similar activities with Senegal, Mali and Mauritania, and the Agricultural Ministers Conference of West and Central Africa. These included initiatives to help ease marketing barriers for horticulture crops, fish products and cereals. The CILSS/FERAP project also initiated a regional review of food safety laws and regulations as they relate to livestock and livestock products.

A major issue facing livestock traders and other business operators in the Sahel is the high cost of transport. The members of the WAEN and the LAP have identified this as a major issue. In 1997, CILSS completed some transportation studies related to livestock and the WAEN completed studies related to other commodities. The issues can be stated simply: transportation accounts for about 75% of the cost of marketing livestock from the Sahel, and for between 20-30% of the cost of imported goods (landlocked Sahelian countries). Regional organizations such as UEMOA and ECOWAS have protocols which are intended to help improve the transportation system (eliminate monopolies, improve infrastructure, etc.), but individual states are slow in implementing them. While resolution of these problems is outside the mandate of CILSS, it will coordinate with the WAEN and UEMOA to help assure that decision makers are aware of the seriousness of the problem and help the appropriate associations organize to lobby for change.

Examples of Achievements by the LAP in 1997

The private sector members of the National Coordination Committees created an organization of private livestock importers and exporters operating in the LAP countries at a regional planning meeting held in Togo -- with the purpose of lobbying for support to their part of the livestock sector, and with an eventual intent to join the WAEN as a sub-network.

Because the activity transcends the boundaries of the CILSS countries, UEMOA has taken responsibility for helping achieve its objectives.

With CILSS assistance, private sector operators who market and/or process food and other agricultural commodities created a network called Interface, with the intent that it lobby for member interests. Interface intends to be self financing -- they are considering a membership fee of between 250 and 500 thousand CFA.

General Trade and Investment: The WAEN has added about 30 new members and a new country unit. It now has over 330 members organized into 13 national units, each with an action plan aimed at improving the trade environment in West Africa and enhanced business partnerships within the region. These units are assisted and coordinated by a regional "committee," which has a regional action plan. The regional headquarters is based in Accra, Ghana. USAID collaborates with France, Canada, and Germany in supporting the WAEN. The SRP support to the WAEN is limited to technical support for help in developing and implementing action plans and conducting special studies and evaluations -- all direct operating costs are paid by the WAEN itself.

The SRP supported dialogue among WAEN, ECOWAS, UEMOA and CILSS on several potentially important issues, including illicit charges at border crossings, monetary transfers, transportation, and UEMOA investment codes. The first three of these are issues identified by the livestock and horticulture sectors. WAEN and livestock sector concerns were included in recommendations presented to CILSS, UEMOA and ECOWAS. In 1997, the WAEN

reviewed the UEMOA investment code and prepared and submitted comments which included feedback from WAEN members. The recommendations are now being reviewed by UEMOA and the final code is expected to be presented to the Heads of State in 1998. The WAEN considers this a major achievement in its effort to assure that regional policy is "business friendly". Additional achievements by the WAEN in 1997 are listed in Annex C.

The Forum of West Africa

The Forum of West Africa is an informal organization composed of CILSS, UEMOA, ECOWAS and the WAEN. The Forum was created following a year of preparatory work supported by the SRP in reviewing regional problems in implementing trade and investment protocols. The organizing meeting was held in Togo in October with mid-level staffs from the three regional organizations and the WAEN Executive Committee in attendance. The WAEN volunteered to serve as the Secretariat for the Forum and will serve as the advocate for change at the nation level and will provide the Forum with feedback from those most affected by the initiatives undertaken by the Forum. Then each institution made a presentation on its program. This was the first time such a meeting was held and all participants were enthusiastic about its potential. They agreed to invite each other to a series of meetings dealing with common problems -- to insure that relevant information is exchanged. They set mid-March 1998 as a time to meet again to review the information gained from this experience and, if warranted, to set a common agenda and assign responsibilities for future activities. The meeting will be hosted by UEMOA.

Monetary Policy and its Application: The impacts of the devaluation and the private sector's preoccupation with financial transfers show very clearly that monetary policy and its application are fundamental determinants of the health of any economy. It is truthfully said that the exchange rate is the single most important "price" in an economy, especially in a developing economy. This is reinforced by the analyses undertaken in monitoring the impact of the CFA devaluation. The real profitability of several primary production activities has increased substantially compared to pre-devaluation levels. Changes in profitability vary by country and commodity, but increases are generally in the range of 6% to over 900% for commodities with little state intervention in the production and marketing systems, and were very low or negative

for commodities with heavier state intervention in production and marketing. In general, the impact of the devaluation was positive for those who produce tradeable goods and negative for those who produce non-tradeable goods. Civil servants in Mali, Senegal and Chad, who produce a non-tradeable service, experienced a reduction in real incomes of 21%, 24%, and 39% respectively, and have also faced delays in salary payment. Also, generally, farm prices increased faster than retail prices (an advantage to farmers who have been at a disadvantage relative to the urban sector). Farm prices also tended to increase faster than farm input prices, but farmers still reduced input usage, especially fertilizer. Urban consumers shifted the consumption basket toward local cereals, but generally consumed the same quantities of food grains as before the devaluation. This might be the topic of a PPC/CDIE impact study on macroeconomic policy reform.

B. Expected Progress Through FY 2000 and Management Actions

As this SO is fully on track for meeting its objectives, no specific change in management actions is required. However, SRP must be vigilant to ensure WAEN's sustainability and service to members (rather than to donors) as USAID undergoes changes in the management of regional activities in West Africa.

There are several activities now underway which will help to accelerate the achievements under this SO from 1998 through 2000. The discussions with UEMOA and (marginally) ECOWAS on the development of a regional investment code will be continued in 1998. A draft code should be available by the end of 1998, and adoption by three or four countries by the end of 1999. The SRP, under the Africa Trade and Investment Policy Program, will also begin to establish direct U.S.-West Africa business contacts in 1998. The mechanism for the business-to-business relationship should be in place and operational by 1999 and first impacts should be visible by 2000.

Although UEMOA had set January 1, 1998 as the date to the complete creation of a "common market" for the seven countries in the union, this has been delayed to provide for more assessment of the impact at the national levels, especially trading relationships between UEMOA and non-UEMOA countries (such as Benin-Nigeria and Ghana-Côte d'Ivoire), and the impact on state budgets, which depend on import duties for revenue. Once completed, all taxes and non-tariff barriers on trade of raw agricultural products within the union will be eliminated. July 1997 was set as the date when quantitative restrictions on trade within the union will be eliminated. Implementation of the new agreements (aided by the WAEN and activities such as the LAP) will take some time, so we do not expect this to lead to identifiable results until the end of 1998.

C. Performance Data Tables

OBJECTIVE: Strategic Objective 1: Assist national governments, regional institutions and private sector associations to identify, clarify, and implement policy options which promote trade and investment in West Africa.			
APPROVED: 15/Jan/1995 COUNTRY/ORGANIZATION: Sahel Regional Program			
RESULT NAME: SO 1 indicator 1 - Countries using comparative advantage as a basis for setting trade policy.			
INDICATOR: Number of countries.			
UNIT OF MEASURE: number SOURCE: Based on data from CILSS, USAID and other donor research, and network activity reports. INDICATOR DESCRIPTION: Number of countries which have policies and implement regulations which do not restrict trade (imports and exports) of inputs and primary commodities. COMMENTS: 1996 based on a CILSS/FERAP review of agricultural policy in the Sahel. Includes a review of import and export taxes, import, export and market monopolies, controlled prices and import and export subsidies. No single country was absent some form of price control, monopoly, or tax on imports or exports. Cotton was the most controlled commodity. Cattle and millet/sorghum were the least controlled commodities.	YEAR	PLANNED	ACTUAL
	1993(B)	--	0
	1994	3	3
	1995	4	5
	1996	6	6
	1997	7	7
	1998	8	
	1999	8	
	2000	8	
	2001	8	
	2002(T)	8	

OBJECTIVE: Strategic Objective 1: Assist national governments, regional institutions and private sector associations to identify, clarify, and implement policy options which promote trade and investment in West Africa.			
APPROVED: 15/Jan/1995 COUNTRY/ORGANIZATION: Sahel Regional Program			
RESULT NAME: SO 1 indicator 2 - transactions cost for regional trade of major commodities reduced 20%.			
INDICATOR: Percentage change in transactions costs.			
UNIT OF MEASURE: Percent reduction in costs. SOURCE: Based on data from CILSS, USAID and other donor research, and network activity reports. INDICATOR DESCRIPTION: Indicator is a measure of change in marketing costs associated with regional trade of major commodities. COMMENTS: This indicator is intended to show improvement in market efficiency as formal and non-formal barriers to trade are removed and as trade volumes increase.	YEAR	PLANNED	ACTUAL
	1993(B)	--	0
	1994	4.5%	4.5%
	1995	5%	7%
	1996	7%	7%
	1997	11%	n/a
	1998	11%	
	1999	12%	
	2000	15%	
	2001	18%	
	2002(T)	20%	

Indicators for Strategic Objective 1:
Assist national governments, regional institutions and private sector associations to identify, clarify, and implement policy options which promote trade and investment in the West Africa region.

Objective & Intermediate Results and Indicators	Base-line 1993	1994	1995	1996	1997	Planned				
						1998	1999	2000	2001	2002 Total
Intermediate Result 1.1: Dialogue on monetary reform and policy. (Scale of 0 to 10)	0	5	5	6.6	7	10	10	10	10	10
Intermediate Result 1.2: Dialogue aimed at reducing obstacles to trade in the region. (Scale of 0 to 10)	0	3	5	7.3 (7)	10	10	10	10	10	10
Intermediate Result 1.3: Private participation in identifying, establishing, and expanding regional trade potentials. (Scale of 0 to 10)	0	4.5	5	7.3 (7)	10	10	10	10	10	10

Note: Data are from CILSS, USAID, and other donor funded research. Planned levels are shown in parentheses when there is a divergence between planned and actual. Targets for 1997 and 1998 were increased in 1996 because of better than planned achievement in 1994 and 1995.

Strategic Objective 2: Regional dialogue increased on the role of civil society and communal, local and national governments in achieving improved management of natural resources, food security, and market development.

This SO exceeded its target for 1997. This Strategic Objective responds to the U.S. SPIA, specifically to the U.S. national interest in democracy. Since the strategy is sub-regional in nature, there is no corresponding mission performance plan by which the relative importance of this objective can be assessed.

A. Performance Analysis

Strategic Objective

The quantity and representativeness of participation in the dialogue on the role of civil society and government are the key measures for this SO, and they have expanded well beyond the modest expectations that were set when the strategy was approved in 1995. The target for the indicator for SO 2 was therefore revised in the 1999 R4 from two regional meetings per year to five as a recognition of the accelerated pace of performance, due to demand for greater voice and power in Sahelian society. In 1997, the number of topical regional meetings was seven and an additional seven extraordinary meetings related to the Sahel 21 vision exercise were held. At all 14 meetings, most relevant stakeholders were represented each time.

The outcomes of all the meetings incorporated positions put forward by various stakeholders, but this was particularly true of the vision statement of Sahel 21, which is titled "The Declaration of the Forum of Sahelian Societies," and was formally "registered" (*pris acte*) by the CILSS country Heads of State and Governments. The outcomes of the first forum to draft a Sub-Regional Action Plan for the International Convention to Combat Desertification (ICC-D) also reflected the positions of a variety of stakeholders by identifying themes important to diverse interest groups and assuring representativeness within the working groups formed to follow up on each theme. At the regional level, the WAEN engaged in advocacy with other West African regional institutions to improve regulations affecting regional trade, including representation as official observers to ECOWAS technical (transport, monetary transfers) committees and UEMOA (harmonization of business law and investment codes).

The Intermediate Result reporting that follows focuses on the topical regional activities. Sahel 21 is covered in greater detail in the section on factors affecting performance.

Intermediate Result 2.1: Identify approaches which strengthen problem-solving, advocacy and networking capacities of grassroots and other civil society organizations.

At the mid-point of the Sahel Regional Program Strategic Plan implementation, there has been an efflorescence of networks and other civil society organizations, and a substantial accrual of information that these groups use to enhance their effectiveness in problem-solving and advocacy. Both the organizational and learning costs have been supported by the Sahel Regional Program,

as both are approaches for strengthening civil society's participation in regional dialogues on topics of vital interest to the Sahel's grassroots.

Two additional Sahelian states, Guinea Bissau and The Gambia, completed their efforts to disseminate and review the recommendations of the 1994 Praia Conference on Land Tenure and Decentralization held June 21-24, 1994 in Cape Verde in 1997, putting the strategy well ahead of its projected schedule of completing the reviews in all 9 states by the year 2000.

The mid-1997 workshop on "Decentralization and Tenure Reform" organized in N'Djamena represents the next step after review and dissemination of the Praia Conference recommendations. The workshop resulted in the identification of: tenure policy options adapted to the new context of decentralization in the region; guidelines for formulating tenure "framework" legislation (in place of overly detailed, and ultimately inapplicable tenure codes); and conditions favoring the consideration of disadvantaged groups (women, youth, herders) in tenure policy and legislation. These refined recommendations will be the subject of future dissemination meetings within the individual countries (this workshop also contributed to the achievement of the IRs under this SO). Due to the accelerated progress in achieving the target and the additional recommendations now available, the indicator will be re-framed with our Sahelian partners, who have scheduled work on indicator identification for the second quarter of 1998.

In 1996 the *Farmers' Platform*, a regional network of representative farmer organizations was formed. In 1997 farmers in three countries -- Chad, The Gambia, and Cape Verde -- joined their peers in Senegal, Mali, and Burkina Faso in formally establishing national farmers' platforms. After a grassroots information campaign, the *farmers' platform* in Chad organized a constitutional assembly in January, resulting in the election of an executive bureau composed of six farmers. In The Gambia, rural representatives from all five divisions of the country met in Mansakonko in April to elect a national bureau. Cape Verde's farmers held a general assembly in September, at which they adopted by-laws and a draft action plan for their *platform*.

Three new regional networks emerged this year. The *Réseau des Femmes Sahéliennes* (REFESA) was created by women participants in the Forum of Sahelian Societies. Nine national executive secretaries and membership in a regional coordinating structure have been identified. A charter and by-laws have been drawn up. A regional coordinating body for youth organizations in the Sahel also emerged from the Sahel 21 Forum of Sahelian Societies in Banjul. The charter and by-laws were adopted in a side meeting at the forum in September 1997. This also grew out of the networking of youth representatives in the Sahel 21 vision-setting process for the purpose of validating the regional report that served as the basis for the Declaration of Sahelian Societies. A second private sector network, Interface, was also formed.

The rapidly changing acceptability of participatory, democratic decision-making in Sahelian society has also overtaken the SRP's modest expectation that it would support the development and use of mechanisms for local dissemination of successful experiences in local development. In fact, it has also supported national and international dissemination.

In a continuing effort to make themselves known and to assert their place in national policy and decision-making processes, the *farmers' platforms* in Senegal, Mali, and Chad were particularly active in 1997. Senegal's *Conseil National de Concertation des Ruraux* (CNCR), which

represents the *platform*, participated in structural adjustment program negotiations with the World Bank and in negotiations with the Senegalese government on agricultural credit policy and input delivery systems. The Malian *farmers' platform* organized a series of work sessions with the Chamber of Agriculture in 1997 to establish a basis of collaboration, and took advantage of the March 1997 national agricultural fair to present itself and its objectives to the president of Mali. In Chad the *farmers' platform* met with national authorities (prime minister, minister of agriculture, secretary of state), donors, and NGOs in an effort to sensitize them to the objectives and activities of the *farmers' platform*, and the role it could play in the development and modernization of the country.

The regional *Farmers' Platform* has also reached out to the international donor and NGO community. The mission undertaken by the *Farmers' Platform* to Brussels in the spring of 1997 allowed a variety of European organizations (Collective of Northern NGO's, European Union, Belgian Cooperation) to familiarize themselves with the *Farmers' Platform* and vice versa. These partners declared themselves willing to examine requests for support from the *Farmers' Platform*, based on the submission of a detailed multi-year work program. Contacts were also established with the Coordination of European Producers. During the Heads of State and Governments meeting in Banjul in September 1997, representatives of the *Platform* met with USAID's Deputy Assistant Administrator for Africa to familiarize USAID's senior management with the network and its work. Perhaps a token of the customer satisfaction registered by this group with existing CILSS/Club support (financed by the SRP) was its deliberate omission of an appeal for funds during the meeting; instead it concentrated on enlisting USAID's assistance in assuring that its voice was heard in important fora.

In other media, a CILSS prize was given at the West Africa Film Festival, *FESPACO*, held in February 1997 in Burkina Faso, for the film that best represented the subject of the ICC-D. The prize went to an American film that dealt with the social aspects of NRM in Burkina Faso and Mali. In local dissemination, the CILSS regional facilitators of National Action Plans (NAPs) under the ICC-D participated in a radio broadcast on the ICC-D's commitments to local participation in developing the NAPs. The CILSS annual day of information and debate in the nine countries focused on the decentralization and local development theme in 1997. The day's activities involved government officials, NGOs, and other actors and included conference and debates, the preparation of expositions and stands, and a contest on best local development experiences.

In addition to the formation of regional networks of women and youth, specific activities undertaken in 1997 to increase awareness of special problems faced by women and other traditionally disadvantaged groups in obtaining and using natural resources include:

- A regional workshop on pastoralism and conflict management was organized by PRASET in collaboration with CILSS/PADLOS in Niamey in June 1997. The workshop resulted in the definition of recommendations regarding the development of pastoral codes guaranteeing the tenure rights of herders, and the promotion of effective networks of herder organizations at both the national and sub-regional levels (also contributes to IR. 2.3 achievement).

- Studies on “Women and NRM” were completed in Senegal, Burkina Faso, and Cape Verde. These studies are aimed at improving knowledge on the role and place of women in the management of natural resources, and opening up new avenues of awareness (also contributes to IR 2.2 achievement).
- A regional workshop on the role of women in natural resource management was held in N’Djamena in October 1997. It resulted in the definition of specific recommendations for taking better account of the role of women in NRM policies and programs (also contributes to IR 2.3 achievement).

Intermediate Result 2.2: Promote fora for developing problem-solving strategies at the community, local, national and regional levels.

Information is vital to quality decision-making. After years of beating against the wind, the concept of decentralized governance has been formally adopted as policy in at least half of the Sahelian states. The challenge now is to make informed choices as to program and practice of decentralization. Regional management and participation in country case studies assures good quality, comparability and cost savings. The SRP has continued to support the development of a "database" of case studies of successful local NRM and public service provision that are then used as the basis for strategy and policy fora in the individual Sahelian states.

Diagnostic studies were undertaken by the *Farmers’ Platform* in Burkina Faso and Mali, analyzing the objectives and activities of the most important rural organizations in each country, stimulating a discussion about the role these organizations would like to play at the local, national, and sub-regional levels on issues concerning the environment, the economy, and government. National workshops were held, enabling rural organizations to examine ways of improving the effectiveness of their representative structures.

The case studies completed in 1996 on decentralized NRM in Senegal, Burkina, and Mali were assembled into a single document and published and distributed to very favorable reviews. This provided a more convenient means for the national decentralization commissions to exchange information on the design and implementation of decentralization strategies and policies. Four case studies on decentralized NRM were completed in two additional countries, Chad and Niger, and will be available in 1998.

Provision of Sahelian specialized technical support is a key added value that results from the SRP’s support to West African organizations. These regional personnel can often approach sensitive subjects such as land tenure in a neutral way, and bring about significant change at the national level.

CILSS provided support to three countries in 1997 in the review and/or revision of their tenure legislation (these also contributed to achieving IR 2.2).

- Guinea Bissau: A regional consultant was identified to assist Guinea Bissau's National Technical Commission (NTC), charged with developing that nation's new tenure law. CILSS promoted a participative approach by providing technical and financial support for the organization of sub-national seminars to examine and discuss the proposed legislation.

CILSS also sponsored a study visit for NTC members to Niger, Burkina Faso, Mali, and Senegal.

- A study on the impact of recent tenure reforms in one region of Burkina (Vallée du Ganzourgou) was completed and submitted to national authorities currently debating supplemental tenure reforms.
- The PADLOS project furnished relevant documentation of tenure policy and reform to Senegalese authorities who are revising that country's tenure legislation.

The involvement of Burkinabé experts in the CILSS/Club PADLOS-Education study helped lead to the establishment of a working group on informal education in Burkina in 1997. The group brings together literacy experts from government and the NGO community, as well as experts from related fields, such as decentralization and local development, to exchange ideas and experiences and examine ways of reinforcing collaboration (also contributed to achieving IR 2.2).

A regional colloquium organized in St. Louis, Senegal in April 1997 to promote research and training on land tenure in the Sahel. The colloquium was attended by more than 80 persons representing Sahelian universities, development projects and NGOs active in the region, and tenure specialists from Northern institutions. The colloquium resulted in the identification of actions to be taken to reinforce research and training on land tenure, and improve the quality of information available to decision-makers. Those actions including the creation of centers of excellence by geographic or thematic pole within the university system; the setting up of tenure observatories, and; the establishment of a tenure network to stimulate research and innovation, and ensure improved circulation of information on tenure.

B. Expected Progress Through FY 2000 and Management Actions

The demand for decentralization of authority in all areas of governance caused the SRP in its FY 1999 R4 to revise upward the number of regional encounters it anticipates. It is expected that in FYs 1999 and 2000 there will be at least five such meetings, attended by a broad range of stakeholders. The quality of the advocacy by stakeholders should improve, allowing SRP to verify that the consensus at the end of each regional meeting takes into account the positions of the principal groups of stakeholders 75% of the time. At least one regional meeting in each year will focus on the problems or issues of a "special group" (women, pastoralists, youth, etc.) and specific solutions will be proposed.

In order to address the quality of the dialogue, the SRP's Sahelian partners will expand their target group beyond the national decentralization commissions to representatives of other local actors such as farmers, entrepreneurs, women and youth. By expanding the representation of local community actors, it is anticipated that the studies of recent experiences in decentralization will become more demand-driven, and this will improve the chances for utilization in policy and program. Thus, in 1999 and 2000, there will be a measurable expansion of representation in policy and program dialogue. The SRP expects to document in each of these two years at least three uses of the database of experience to shape policy and/or program. The results of the "observatories" that monitor land tenure problems and local solutions will be the subject of at

least one regional meeting in 2000, producing practical recommendations that can be adopted in other locations in the region.

By the end of 1998, the dialogue on decentralization, which has been very general up to now, should be sharpened. Thus, in 1999 and 2000, dialogue on decentralization will be better focused, identifying specific local community expectations, specific constraints to the realization of those expectations and specific techniques for overcoming the constraints. For example, the decentralization and tenure network should by 2000 provide information identifying the rule makers, the rule enforcers and sanctions and incentives that work to impart value to the resource base and encourage its sustainable management at the local level.

The SRP will continue to track results that are beyond the program's manageable interest but are projected outcomes of the regional dialogue: changes in rural and forest codes in the nine Sahelian states; changes in land tenure laws; and whether the National Action Plans to combat desertification use participatory approaches and devise participatory plans.

C. Performance Data Tables

<p>OBJECTIVE: Strategic Objective 2: Regional dialogue increased on the role of civil society and communal, local and national governments in achieving improved management of natural resources, food security, and market development.</p> <p>APPROVED: 15/Jan/1995 COUNTRY/ORGANIZATION: Sahel Regional Program</p>			
<p>RESULT NAME: SO Indicator 1 - Meetings on the role of civil society and governance in improving management of natural resources, public services delivery, and food security.</p>			
<p>INDICATOR: Number of meetings</p>			
<p>UNIT OF MEASURE: Number</p> <hr/> <p>SOURCE: CILSS, USAID and other donor research and reports</p> <hr/> <p>INDICATOR DESCRIPTION: Number of meetings with multiple countries represented in which the focus is on civil society and governance in the above mentioned subject matter areas.</p> <hr/> <p>COMMENTS: Meetings counted are confined to those organized and initiated by West African entities that USAID supports. The actual figure for 1997 includes meetings held for the CILSS special initiative on the Sahel 21 vision statement but meet the criteria in the indicator description. Seven specialized topical meetings were held within the frame of Sahel 21, and seven were topical meetings analogous to prior-year activities.</p>	YEAR	PLANNED	ACTUAL
	1994(B)	0	0
	1995	1	1
	1996	2	11
	1997	5	14
	1998	5	
	1999	5	
	2000	5	
	2001	5	
	2002(T)	5	

OBJECTIVE: Strategic Objective 2: Regional dialogue increased on the role of civil society and communal, local and national governments in achieving improved management of natural resources, food security, and market development. APPROVED: 15/Jan/1995 COUNTRY/ORGANIZATION: Sahel Regional Program			
RESULT NAME: SO Indicator 2 - Relevant stakeholders are included in planning, implementing and follow-up of discussions.			
INDICATOR: Qualitative			
UNIT OF MEASURE: Qualitative <hr/> SOURCE: CILSS, WAEN USAID and other donor reports and personal observation. <hr/> INDICATOR DESCRIPTION: Estimate of the proportion of regional meetings that are inclusive in all phases of activity. <hr/> COMMENTS: This measure includes meetings organized by West African entities supported by USAID and by other entities world wide in which Sahelian civil society is represented and/or Sahelian civil society issues are discussed.	YEAR	PLANNED	ACTUAL
	1994(B)	Some	Some
	1995	Some	Some
	1996	Some	Some
	1997	Most	Most
	1998	Most	
	1999	Most	
	2000	Most	
	2001	Most	
	2002(T)	Most	

OBJECTIVE: Strategic Objective 2: Regional dialogue increased on the role of civil society and communal, local and national governments in achieving improved management of natural resources, food security, and market development. APPROVED: 15/Jan/1995 COUNTRY/ORGANIZATION: Sahel Regional Program			
RESULT NAME: SO Indicator 3 - Decisions reflect positions put forward by various stakeholders.			
INDICATOR: Percent of decisions			
UNIT OF MEASURE: Percent <hr/> SOURCE: CILSS, WAEN, USAID and other donor reports and personal observation. <hr/> INDICATOR DESCRIPTION: This is a measure of effective participation in regional dialogue by comparing advocacy positions with actual decisions. <hr/> COMMENTS:	YEAR	PLANNED	ACTUAL
	1993(B)	NO	NO
	1994	<50%	<50%
	1995	<50%	<50%
	1996	<50%	<75%
	1997	<50%	<75%
	1998	<50%	
	1999	<75%	
	2000	<75%	
	2001	<75%	
	2002(T)	<75%	

Indicators for Strategic Objective 2 Intermediate Results:
Regional dialogue increased on the role of civil society and communal, local and national governments in achieving improved management of natural resources, food security, and market development.

Objective, Intermediate Results and Indicators	Base-line	1994	1995	1996	1997	Planned				
						1998	1999	2000	2001	2002 Total
Intermediate Result 2.1: Approaches which strengthen problem-solving, advocacy and networking capacities of grassroots and other civil society organizations.										
Number of CILSS countries which review Praia Conference recommendations	0 ('94)	0	2	4 (3)	2 (3)	1	*	*	*	9
Informal rural organizations network is formed and participates in fora concerning rural development strategy and policy. Unit of measure = workshops held.	0 ('94)	0	0	5	5 (1)	1	1	1	1	10
Mechanisms for local dissemination of successful experiences in local development are developed and used.	0 ('94)	0	0	1	2	1	*	*	*	4
Increased awareness of special problems faced by women and other traditionally disadvantaged groups in obtaining and using natural resources. Unit of measure = workshop.	0 ('94)	0	1	2	4 (2)	2 (1)	*	*	*	7 (6)
Intermediate Result 2.2: Promote fora for developing problem-solving strategies at the community, local, national, and regional levels.										
Database of case studies of successful local NRM management and public service provision is used for strategy and policy, base year 1995. Unit of measure = use.	0	0	0	0	3 (2)	3	3	3	3	3
Experiences in formulating natural resource legislation sensitive to local needs are shared.	*	*	0	1	1	1	3	*	*	6
Approaches and policy implications of decentralization are disseminated.	*	*	*	*	0 (1)	1	*	1	*	3
Stakeholders participate in dialogue on legal frameworks for local development.	*	*	*	1	*	*	1	*	*	2
Exchanges on local management of tenure conflicts are held.	*	*	*	5 (3)	2 (1)	*	4	*	*	9 (8)

Data are from CILSS and Club. Planned levels are shown in parentheses where there is a divergence between planned and actual.

3. Strategic Objective 3: Decision makers have ready access to relevant information on food security, population and the environment.

The targets for this SO were exceeded in 1997. This Strategic Objective responds to the U.S. SPIA, specifically to the U.S. national interests in global issues (environment and population) and economic prosperity (food security). Since the SRP strategy is sub-regional in nature, there is no corresponding mission performance plan by which the relative importance of this objective can be assessed.

The CILSS and Club du Sahel system has proven to be one of the most successful African-donor institutional collaborations in Africa. Originally created as a mechanism to coordinate food aid and other emergency resources in the Sahel, CILSS has become a source for environmental monitoring and early warning information (AGRHYMET); for research and policy and strategy development in the areas of population and development, agricultural research, economic and sociological research (INSAH); and for policy analysis and planning (CILSS headquarters). The Club has served as a forum for policy debate among Sahelians and their Northern partners. Noteworthy Club efforts focused around food aid coordination, approaches to cereals policy reform and the ICC-D. In 1997, CILSS made steady progress toward achieving its mandate to improve **food security** and combat desertification to attain **ecological balance**, and the Club drafted a new strategic framework. This SO captures USAID's contribution to the multi-donor/multi-state support to CILSS, and to the companion activities of the Club.

A. Performance Analysis

Direct impacts on national and regional policy are beyond the manageable interest of the SRP. This SO seeks only to insure that people who make decisions have relevant and sound information on which to base their decisions. However, the SRP uses a measure success that is slightly higher than its manageable interest because the best indicator of the availability of information is its actual use in policy formulation. This measures the CILSS/Club's success in providing support and guidance to member countries' development of policies and programs. Hence, the indicator is an assessment of the extent to which member countries include regional concerns on food security, population, and natural resource management in their own policy formulation and planning processes. It is also an assessment of the degree to which CILSS is able to provide relevant, demand-driven information and analyses to its clients (the member states), and the Club to theirs.

Based on 1997 reviews of agricultural, population and natural resource management policy in the region, the SRP estimates that, in aggregate, CILSS member states have covered 70% of the distance toward achieving regionally consistent policies in the three focus areas of food security, population and natural resource management.

With the revitalization of the CILSS and the emphasis in the donor community on assuring African leadership in African development on the one hand, and the many more fora for donor consultation and coordination on the other, the Club and its Secretariat took 1997 to re-think its added value. A multi-donor evaluation was finished, and final conclusions were discussed by Club members and CILSS in late March of 1997. The evaluation findings have led to a reaffirmation of the Club as a forum, a better distinction between the Club and its Secretariat,

and a definition of concrete steps to improve strategic focus, management, personnel practices and budgeting. The renewal plan recognizes that the Sahel is not the unknown it was 20 years ago, and that information management, rather than information production, is the key issue at the end of the 20th century.

People level impact: In a broad context, the continued avoidance of food crises in the Sahel translates into substantial savings of money and life. The successful execution of the programs of the West African and OECD organizations supported by the SRP will contribute to more open trade; improved food security via improved resource management and better coordinated and focused agricultural research; and better, more rational national population policies, all with more strategically-placed donor assistance. It is extremely difficult to place a dollar value on these items, but in the face of decreasing donor resources to support national and regional investments in development, better, more coordinated management and planning controlled and executed by Sahelians may be the only way to assure the long term durability of the achievements of the last 20 years. The partners in Sahelian development committed to this in the Banjul Memorandum of September 1997, drafted by the Club Secretariat.

A major step was taken toward consolidating these gains when CILSS decided to develop a long-term strategy for the Sahel. Sahel 21, the process of crafting an indigenous vision of the Sahel in the next century, is the vehicle through which strategic planning moved into full operation in 1996 and was completed in 1997. The implications of this indigenous mandate given CILSS by the broad spectrum of Sahelian society are profound. The Sahel 21 vision exercise demonstrated that Sahelian society has a strong stake in CILSS's success. It showed that the CILSS system has matured to the point at which it is itself capable of determining what and when assistance is needed. At its current pace of development, sustainable financing of the system is rapidly becoming the major issue. With assistance from USAID and other partners, CILSS made progress in 1997 toward establishing an endowment to help achieve the financial sustainability goal. The demand for U.S. technical assistance - mostly short-term - remained high in 1997 not because of institutional immaturity. Instead, it signified the high value placed on U.S. intellectual capacity and the desire for professional relationships with peer institutions in the U.S. All technical support provided to the CILSS by the SRP was and will continue to be demand-driven.

Page limitations make it impossible to describe all of the significant achievements made in the IRs under this SO during 1997. The major achievements under each IR are as follows.

Intermediate Result 3.1: Maintain and improve food security monitoring and disaster mitigation systems. The Sahel is subject to periodic pest attacks and shortages in rainfall, with resultant variations in food and pasture production, but the region has been able to avoid famine for most of the last 20 years - attributable to coordination through the CILSS/Club mechanisms. Information provided at the 1997 meeting of the Food Crisis Prevention Network suggests that the application of the Food Aid Charter remains in the same range as in the past - fair-to-good. It was decided at that meeting that, since CILSS is initiating a crisis prevention activity which would largely transfer the Network agenda to CILSS, the Club component of the Network would begin to take a smaller role as the CILSS component grows. The impact evaluation of USAID experience using food aid for development in the Sahel (CDIE/SRP) was finalized in 1997 and was specifically shared with CILSS and the Club by the SRP, in addition to the normal CDIE channels of dissemination.

The AGRHYMET system is the primary CILSS institution involved in the regional famine early warning system. The AGRHYMET Regional Center (ARC) continues to interpret satellite data on vegetation and weather and transmit the information electronically to its national correspondents in the CILSS member states. In turn, all of the nine CILSS states continue to produce at least a monthly bulletin, based in part on databases and other information from the ARC. In 1997, the ARC, at the request of its collaborating national units, began to intensify training of national units so they are better equipped to use the information and technology which is now available to them, and this is the major emphasis for 1998. In an effort to improve the use and availability of information at the national level, and to provide client feedback, multi-disciplinary work groups were created in each country.

Intermediate Result 3.2: Support the development and application of an environmental planning and monitoring system to coordinate NRM interventions on a systematic basis in ecological contexts. This IR is largely focused on completion, acceptance and implementation of the Africa Annex to the International Convention to Combat Desertification, including the establishment of impact monitoring systems. A key theme of the ICC-D is participation by affected peoples. The CILSS has been designated to represent the ECOWAS states in the ICC-D negotiations and plays a major coordinating and technical support role in helping CILSS member states develop action plans and early start programs. It cannot be said that the early start programs have been developed at the pace originally expected. Last year we believed that seven donors had accepted the coordination role known as *Chef de Fil*, but an assessment by CILSS in 1997 has identified only four active efforts. This is an issue of donor coordination in which the Club du Sahel has a lead role. Jointly, ECOWAS and CILSS have begun the development of the sub-regional action plan called for under the ICC-D. The first sub-regional planning meeting was held in Niamey in July 1997, which identified concrete steps and appointed a secretariat. Thematic working groups with broad representativeness were formed later in the year.

The responsibility that CILSS has accepted for the monitoring and impact analysis portion of the Convention is shared by AGRHYMET and INSAH. The major accomplishment this year was the development by CILSS and *Observatoire Sudano-Sahelien* of indicators to be used to monitor the Convention's impact. These were discussed and finalized at several regional meetings.

A joint INSAH/AGRHYMET project to monitor and analyze physical status and socio-economic causes of changes in land use and land cover over the last 30 years was designed in 1997 and will begin work in 1998. Four test sites have been selected by AGRHYMET, which will develop land cover and land use measures based on satellite images from the 1970s, 80s and 90s. INSAH will design and execute the socio-economic analyses. In addition to use for ICC-D implementation monitoring, this work will help provide a baseline for a large European Commission project based at AGRHYMET to monitor land use that will begin in 1998.

Another program at INSAH is linked with the resource management activity. It aims to improve the efficiency of agricultural research programs in the CILSS member states. Recognizing that some countries in the region are much farther advanced in strategic planning than others, this activity has concentrated on helping the least advanced (often smaller) countries improve their strategic planning capabilities and to sensitize decision makers to the cost/benefits of agricultural research in the region. It is difficult to place a quantitative value on this work, but the

information it provides is an invaluable input into determining how member states will allocate their increasing scarce resources. The analyses have shown that agricultural research has extremely high rates of return (generally in the range of 30-130%, depending on assumptions - higher rates are for production increases which replace food aid). In 1997, INSAH emphasized the creation of research poles (lead institutions for small ruminant, natural resources and small grain research). The programs for these poles have been set, but financing has not been assured. The USAID INTERCRSP helped define the program for the NRM pole which will be located in Burkina Faso. A concerted effort has also been made to improve the integration of livestock producers into natural resource management systems. Specific themes dealing with livestock and resource management were developed and assigned to individual countries (Mali, Burkina Faso and Niger) in 1997 -- this will be financed by Canada. The USAID support for INSAH's agricultural research coordination comes from both SRP and AFR/SD/PSGE resources.

The contribution to food security of these activities is substantial. For example, short-season groundnuts, rice, cowpea, maize, millet and sorghum varieties have made it possible for farmers in the Sahel to adapt to shorter and/or more variable growing seasons, which has definitely contributed to stabilizing food security and reducing the need for food aid in the Sahel. These successes are part of the reason that there has not been a food crisis in the Sahel in recent years. While better weather patterns are perhaps the most important factor, agronomic research, better resource management, better food policy, and more open markets have meant that less and less food aid is needed in the Sahel. This might be the subject of a PPC/CDIE impact assessment.

Intermediate Result 3.3: Population policies and action plans are based on analyses of demographic variables underlying regional population dynamics, including the determinants of fertility, mortality and migratory trends and levels. The program to achieve this intermediate result is carried out largely through the SRP's support to the Population and Development *Programme Majeur*. It is implemented principally by the CILSS/INSAH Center for Applied Research on Population and Development (CERPOD). CERPOD provides regional research and analysis on demographic and health issues; population policy, planning, and strategy development assistance; and training in population and health policy analysis to CILSS states and selected other West African states. There are clear synergies with the work of the other specialized institutions of CILSS, however, particularly the agrosocioeconomic research program at INSAH.

Within the panoply of activities that CERPOD implements, the SRP focuses on those with regional implications. Thus, its measures of performance for the SRP include the number of studies at regional and national levels that include a regional dimension; assurance that the results have been disseminated and hence have a higher probability of having impact on national policies and programs; and the number of member state population policies and action plans written and adopted, along with a measure of whether the action plans are being implemented. This gives the SRP an indication of whether CERPOD, with its regional perspective, has had an opportunity to work with the member state population, health and planning and service delivery entities - public and private - and to bring the regional perspective to bear. CERPOD has many other impressive and important achievements, but these three indicators allow the SRP to measure progress toward its broader objectives of regional ecological balance.

The high point of accomplishment under this IR this year was the First Conference of CILSS Ministers Responsible for Population Programs, organized by CERPOD and held in Burkina Faso in October. Two principal documents were produced as a direct result of the conference: an Action program for Population and Sustainable Human Development in the Sahel and a Formal Declaration that adopted the Action Program. CERPOD's mandate to serve as the focal point for research and operational assistance in planning and monitoring Action Plan implementation was revalidated. Over 130 participants were in attendance at the conference and the experts' meeting that preceded it. The main purpose of the conference was to incorporate the new mandates of the numerous U.N. conferences (inter alia, Cairo: population and development, Beijing: status of women, Vienna: human rights, Copenhagen: social development, and Rome: world food security) and the mandate of the Sahel 21 Forum into existing regional and national population policies and programs. In addition to population ministers, the participants included other members of host country executive and legislative branches, CILSS staff, donor representatives, private voluntary organization representatives, journalists, and independent consultants. There was good gender diversity in each member state delegation.

The experts' sessions of the conference were devoted to peer reviews of national reports on the status of population and development in their respective countries, and to perfecting the Action Plan that each would pledge to implement over the next 5 years. Each delegation presented a brief summary report of current activities in the population sector. It was clear that each country had made progress since the 1992 experts meeting on putting in place policies and programs that will affect population growth rates, women's status and other key developmental variables, but that, as yet, little actual impact had been felt. Each member state delegation was also at pains to demonstrate to its peers that its country was committed to progress. Of the nine, Guinea Bissau is the only country yet to adopt a population policy statement, and the delegation was called upon several times during the meeting to defend its progress despite the lack of a policy statement.

The Action Program submitted by the experts' group to the ministers and approved by the latter articulates a set of general principles followed by general information on population, demographic trends, and the general state of affairs of each sector, e.g. health, education, agriculture/natural resources, environmental degradation, women's status, employment, and the general economic situation in all member states. The heart of the Action Program is divided into 15 chapters that address all technical subject matters affected by or affecting population issues, including individual chapters on sub-regional cooperation and financing. The ministers adopted the Action Program, identifying general health improvement with emphasis on reproductive health; improvement of school enrolment rates for all, but especially for females; and the development and/or strengthening of national and subregional skills in research on population/development as the three priorities through the year 2006.

B. Expected Progress Through FY 2000 and Management Actions

The SO is on track to achieve the targets as shown in the indicator tables, so no corrective management actions are anticipated. The SRP partners will be refining the objectives, indicators and targets of their strategic plans, based on their first experience with three-year plans and the implications of the Sahel 21 vision. As the SRP program is demand-driven, this may result in the proposal of some new indicators and targets for the second half of the strategy so as to

maximize use of a common set of performance measures for this SO. The SRP will carefully monitor the Club renewal plan to ensure that it remains focused and achieves significant results. It may be prudent to move toward greater in-kind technical assistance to the Secretariat to bring to bear the best of U.S. technical knowledge on the issues with which it grapples. Intensive coordination with donor partners has been achieved on Club institutional issues, but is still required (particularly with the European Union and the U.N. Population Fund) on CILSS sustainability concerns.

C. Performance Data Tables

OBJECTIVE: Strategic Objective 3: Decision makers have ready access to relevant information on food security, population and the environment. APPROVED: 15/Jan/1995 COUNTRY/ORGANIZATION: Sahel Regional Program			
RESULT NAME: SO 3 indicator 1 - Sahelian countries use consistent information in developing NRMS, food security and population policies and programs.			
INDICATOR: Progress toward region wide use of consistent information in policy and program development			
UNIT OF MEASURE: Percent of countries SOURCE: CILSS, USAID and other donor reports and analyses. INDICATOR DESCRIPTION: Indicator is the percentage of all countries meeting achieving the indicator. Maximum indicator is 100%. Indicator is [(countries meeting NRMS policy criteria)+(countries meeting food security policy criteria)+(countries meeting population policy criteria)]/27. COMMENTS: The indicator is targeted for 1997, 2000 and 2002, which is consistent with the CILSS three-year planning cycle. Intermediate results will be used to report between reporting years. Note that the target for 1997 and 2000 were increased in 1996 to account for achievements as of 1996. The assessment of success in 1997 would range from 70-80%, we have used the lower level.	YEAR	PLANNED	ACTUAL
	1993(B)	0	0
	1994	na	na
	1995	na	na
	1996	na	55%
	1997	60%	70%
	1998	na	
	1999	na	
	2000	75%	
	2001	na	
	2002(T)	100%	

Indicators for Strategic Objective 3:
Decision makers have ready access to relevant information on food security,
population and the environment.

Objective, Intermediate Results and Indicators	Base- line	1994	1995	1996	1997	Planned				
						1998	1999	2000	2001	2002 Total
Intermediate Result 3.1: Maintain and improve food security monitoring and disaster mitigation systems.										
Food Aid Charter observed	YES ('93)	YES	YES	YES	YES	*	*	*	*	*
Functioning Food Crisis Network	YES ('93)	YES	YES	YES	YES	*	*	*	*	*
Timely provision of Greenness Maps by AGRHYMET (days for transmission).	10 ('93)	7	1 (5)	1 (3)	1	1	1	1	1	1
Increased application and utilization of Information Management tools, technology and methods for Sahel Early Warning (countries)	4 ('94)	4	5 (*)	7	7	*	*	*	*	9
Intermediate Result 3.2: Support the development and application of an environmental planning and monitoring system to coordinate NRM interventions on a systematic basis in ecological contexts.										
African Annex drafted	-	Draft	-	-	-	-	-	-	-	-
Donors discuss, review and agree on elements of the Annex	-	*	Re- view	-	-	-	-	-	-	-
Early start program in place in member states	0 ('93)	0	3	7	8	*	*	*	*	8
U.S. Government agrees to Convention	-	Sign	-	-	-	OK'd	-	-	-	-
Post-ratification program in place in member states	0 ('93)	0	0	0	1	2	5	9	*	9
INSAH managed exchanges about determinants and impacts of agricultural and NRM practices	0	0	9	5	7 (2)	2	2	2	2	24
Ag. Research	1	2	5	4	2(1)	1	1	1	1	14
Natural Resource Management	0 ('94)	0	4	1	5(1)	1	1	1	1	10

Objective, Intermediate Results and Indicators	Base- line	1994	1995	1996	1997	Planned				
						1998	1999	2000	2001	2002 Total
Intermediate Result 3.3: Population policies and action plans are based on analyses of demographic variables underlying regional population dynamics, including the determinants of fertility, mortality and migration trends and levels.										
National and regional analysts conduct analyses of variables underlying regional population dynamics (studies on fertility, mortality and migration)	1 ('94)	1	1	2 (1)	2 (1)	1	1	1	1	8
Analysis results are disseminated via appropriate communications systems	YES ('93)	YES	YES	YES	YES					
Population policies and action plans completed (number and quality)										
Policies produced	5 ('93)	6	8	8(9)	8 (9)	9	9	9	9	9
Action Plans developed/revised										
Regional	1	1	1	1	1 rev.	1	1	1	1	1
National	0	0	1	2	0	2	2	2	2	8 rev.
Action Plans implemented										
Regional	*	*	*	*	*	1	1	1	1	1
National						*	2	4	6	8

Data sources: data reported for this SO are provided by the Club du Sahel and CILSS and its various institutions (see also Annex B). Data in () indicate the target if it is different from actual. * = no numeric target set.

PART III: STATUS OF THE MANAGEMENT CONTRACT

The SRP Strategic Plan was reviewed and the three SOs were approved in January 1995. The issues raised during the review related to implementation or to measurement. After the third full year of implementation, the SRP do not find it necessary to change or modify any of the Strategic Objectives or Intermediate Results.

The continued ability to support SO 1 (promotion of regional trade and investment) can be sustained as long as the SRP receives at a minimum the full program level of \$6 million agreed in the management contract. In every program document submitted since strategy approval, the SRP has followed the scenarios approved in the SRPSP review. It would chose to suspend implementation of SO 1, rather than try to selectively reduce performance of all three SOs. The program budgets proposed for FYs 1999 and 2000 reflect the actual requirement to sustain all three strategic objectives. Based on the experience of the FY 1999 Bureau budget allocation process, and Agency breakdown in closing out the FY 1997 budget year and identifying carryover, the SRP requests at least \$6 million in each budget year in new obligating authority.

The Operating Expense side of the management contract has been broken. No other sustainable operating unit in the Africa Bureau has sustained an 80% decrease in its USDH staffing. At the time that the SRPSP was approved, the program had conventionally relied upon an implicit "contract" with field missions in countries where the CILSS institutions were located, thereby allocating some of the time of USDH, FSN and PSC staff to SRP program management and administrative functions. That implicit contract has ended. USAID/Burkina Faso has been closed, the USAID/Niger mission is scheduled for close-out and, by mutual agreement under the terms of reengineering the USAID/Mali bilateral program returned management authority to the SRP. In 1997, the decision was taken to close REDSO/WCA, which had provided important support services to the SRP. Accounting and some contracting services will be provided by USAID/Mali, but the SRP is specifically prohibited from drawing on the support of the Regional Strategic Planning Unit (RSPU) for technical services. The USDH FTE at the Club du Sahel will be replaced by a program-funded person, adding to the management responsibility of the one remaining FTE associated with the SRP.

Although the SRP prides itself on having absorbed and survived the dramatic reductions in OE-financed personnel to implement the program, it has done so through major shifts in program resources away from direct support of the work of the SRP's partners and into indirect, and less productive, assistance to the partners in meeting the arcane requirements of USAID programming and accounting. Consider the following:

- The SRP budget for FYs 1998 and 1999 is a **20 per cent reduction** from the average obligation level of FYs 1992-1995.
- The post closure/separation from bilateral program management has driven the **program-supported management costs** through the institutional contract to \$1.4 million per year (FY 1999-2002) from a cost of approximately \$500,000 per year prior to FY 1996. The new cost represents **over 25 per cent of the SRP budget** at the FY 1998 level, whereas in the years prior to FY 1996 the cost was approximately eight per cent. Heretofore, the SRP benefitted from use of Mission PSC and FSN ceilings, which helped to hold costs

down. In two of the three field sites, this is no longer an option. Even at the FY 1999 budget level, the management support costs represent 27 per cent of program resources.

- The Civil Service RIF eliminated the 50 per cent of a USDH program operations assistant and 50 per cent of a USDH project development officer's time devoted to supporting the SRP. This has been replaced by a **program-funded** USDA RSSA FTE.
- The establishment of a program-funded FTE RSSA position with no management responsibilities has been mandated for placement at the Club du Sahel Secretariat. This will add to the management workload of the remaining FTE, and will not be compensated for in the FY 1999 budget level, according to the controls that have been set.

The net effect of these reductions in overall budget and reallocations to compensate for downsizing and reengineering is that the SRP cannot meet its commitments to its partners at levels that will lead to full achievement of the three SOs. In FY 1998, for example, support to the WAEN will decline by at least one half. The direct support of AGRHYMET and to CERPOD, two of the strongest CILSS performers, has been reduced by one-third each on an annual basis. These reallocations and reductions come at a time when the capabilities and absorptive capacities of our African partners are growing, and we are expanding to new partnerships, as with UEMOA and ECOWAS. Most of the partners want USAID to support relationships with U.S. centers of excellence, which is expensive, but vital to establish as part of an exit strategy because USAID will leave behind professional partnerships that will sustain high-quality work within the African institutions. The SRP has been creative in seeking collaborators within USAID - principally with AFR/SD and the G Bureau. It is concerned, however, that the magnitude of the challenge is poorly understood, and that new RSPU is inadequately staffed to take on the management functions of the SRP, much less expand on the SRP, and, thus, valued activities and results will be discontinued. This year, for the first time, our African partners have openly expressed their concern that USAID's partnership will not be constant, as they have felt the impact of the declining program levels as program funds have been shifted in to management. If the performance of the SRP merits the continuation of the activities, and the activities are consistent with Agency and Bureau priorities, then means to relieve the pressure on the SRP's program funds must be found.

PART IV: RESOURCE REQUEST

The guidance given to the Sahel Regional Program was to submit a full R4 2000, notwithstanding possible future reconfigurations in USAID regional program strategic plans and management. This section should be read in light of the Results Report section, and decisions regarding future funding should be made in light of the performance of the activities in the program. Management structure can be reconfigured, but valued activities should have the assurance of continuation in the future through commitment to resource allocations, regardless of USAID's internal management configuration.

A. Financial Plan

The total amount of new obligating authority requested for FY 2000 is \$7 million. The control level allocated to the SRP for FY 1999 is \$6 million. This does not take into account the management decision to program-fund a RSSA position at the Club du Sahel in FYs 1998-2000. An additional \$300,000 in FY 1999 funds will be required to fulfill that mandate.

A summary of the 1998-2000 Resource Request, based on Bureau control levels for FYs 1998 and 1999, is presented below; detailed tables are annexed.

Year	SO 1	SO 2	SO 3	Total
1998	800,000	701,000	3,668,000	\$5,169,000
1999	947,000	938,000	4,115,000	\$6,000,000
2000	1,497,000	839,000	4,664,000	\$7,000,000

B. Prioritization of Objectives

In the event that the level of resources necessary to support the full program are not available, the SRP will retain strategic objectives in the following order:

1. SO 3: This SO is indispensable to the achievement of the strategy, because it supports USAID's most important objectives in the Sahel: food security and environmental balance. This SO must be retained.
2. SO 2: This SO is multidimensional and it would be nearly impossible to extract its support from the SO 3 support. Contribution by the U.S. to the results would be greatly diminished, but the objective would be retained and results reported.
3. SO 1: Support to this SO has already been reduced. If resources fall below current levels, no further funds will be allocated and achievement will be suspended.

The order of priority for funding the SOs would be as follows: SO 3, SO 2, SO 1.

The SRP does not propose to eliminate individual IRs. All three IRs in SO 3 are critical to achieving the SO. The two IRs in SO 2 are synergistic - the same financing supports the achievement of both. The activities in SO 2 are, in the Sahel, necessary but not sufficient to the achievement of SO 3. Thus, only SO 1 can be separated and its suspension would not affect the bedrock of USAID's regional interests in the Sahel. It would, however, affect the rate at which food security can be achieved.

C. Linkage of Field Support, Non-Emergency Title II and Title III

The SRP does not make use of either Title II or Title III resources. The detailed SRP request for field support is shown in the annexed tables. It is summarized as follows:

Year	SO 1	SO 2	SO 3	Total
1998	400,000	325,000	110,000	\$835,000
1999	197,000	175,000	502,000	\$874,000
2000	347,000	175,000	720,000	\$1,242,000

D. Workforce and OE

Presented below is a summary of the 1998-2000 Resource Request for workforce and OE; detailed tables are annexed.

1. Workforce Requirements

Workforce for the SRP continues its downward spiral with the elimination of the USDH position in Paris at the end of FY 1998. This leaves one USDH FTE and two USDA RSSA FTE positions in AFR/WA, with a third RSSA position planned for Paris in FYs 1999-2001.

At the end of FY 1994, a year before the first post closure directly affecting the management of the SRP, the workforce configuration for the SRP is estimated to have been as follows:

<u>Location</u>	<u>FTE</u>	<u>Position</u>
AFR/WA	3	Regional Development Officer (2) Program Ops (50%) PDO (50%)
USAID/Burkina Faso	25% of 1	USAID Rep (15%) Controller (10%)
USAID/Niger	25% of 1	Director (5%) PDO (5%) GDO (10%) Controller (5%)
USAID/Mali	25% of 1	Director (2%) ADO (10%) HPNO (8%) Controller (5%)
Paris	1	U.S. Representative/Club du Sahel

All but one Regional Development Officer USDH position associated with the Sahel Regional Program will have been eliminated by the beginning of FY 1999. Due to NMS start-up difficulties, all controller responsibilities except audits were assumed by REDSO/WCA/WAAC and will be reassigned to USAID/Mali following REDSO's closure during the fourth quarter of FY 1998. However, all other oversight functions now accrue to the one RDO in AFR/WA. A new function added to that position's workload at the beginning of FY 1999 will be management of the position at the Club du Sahel. Since that position will be program-funded, the work done must contribute to the achievement of the SRPSP objectives. Management will also entail approval of travel, annual and sick leave and other routine administrative tasks.

2. Operating Expenses

The SRP currently operates with two USDH positions, one of which will be eliminated in September 1998. The OE needed to support that position will be eliminated, but OE for oversight visits by AFR/WA staff to field sites will continue to be required. Under the "twinning" concept for service provision to sustainable development operating units in West Africa following the closure of REDSO/WCA, the SRP is specifically proscribed from requesting technical support from USAID/Mali. Therefore, sufficient travel funds should be available to SRP management to mobilize USDH technical personnel from AID/W to provide support through travel to the region. Two trips of this nature are estimated to be required during each year.

During the review of the SRP FY 1999 R4, the issue of the closure of the AFR OE account in Paris and the need to relocate the OE travel account for the SRP to a new offshore location was raised by AFR/DP/OEFM. The decision, reflected in the R4 reporting cable (State 97

237501), was to move the account to REDSO/WCA. With the closure of REDSO/WCA, the assumption has been that USAID/Mali would receive additional OE specifically for travel by USDH personnel at the request of the SRP management. This will need to be reflected in the Mali FY 2000 R4, in the decisions, reporting cable and in a memorandum of understanding regarding its use between AFR/WA and USAID/Mali.

Estimated Travel Budget: Regional Program USDH

Travel	Trips/Year	FY 1999 (\$000)	FY 2000 (\$000)
Washington-West Africa and Return (@ \$3000/trip for airfare)	8	24	24
Per diem: 2 weeks each trip @ \$160/day		17.9	17.9
Washington-Paris & Return (@ \$1000/trip for airfare)	2	2	2
Per diem: 1 week each trip @ \$260/day		3.6	3.6
GRAND TOTAL	10	47.5	47.5

E. Environmental Compliance -- FYs 1998-2000

ASSISTANCE ACTIVITIES	ENVIRONMENTAL REVIEW COMPLETED/-EXPECTED	
	FYs 98-2000	COMMENTS/ISSUES
SO 1 Assist national governments, regional institutions and private sector associations to identify, clarify and implement policy options which promote trade and investment in West Africa		
New Results Package	IEE 5/98	IEE is now being drafted, and will be reviewed and approved by REDSO/WCA.
SO 2 Regional Dialogue increased on the role of civil society and communal, local and national governments in achieving improved management of natural resources, food security and market development		
New Results Package	IEE 5/98	IEE is now being drafted, and will be reviewed and approved by REDSO/WCA.
SO 3 Decision makers have ready access to relevant information on food security, population and the environment		
New Results Package	IEE 5/98	IEE is now being drafted, and will be reviewed and approved by REDSO/WCA.

Annex A

Table 1: Selected Development Indicators for the Sahel

Indicator	Burkina Faso	Cape Verde	Chad	The Gambia	Guinea Bissau	Mali	Mauritania	Niger	Senegal	Sahel	Source	Notes
Human Development												Unless indicated otherwise, the aggregate is weighted by total
Rank of 175(1994)	172	123	164	165	163	171	150	173	160	164	1	
H. D. Index(1980)	0.151	n/a	0.151	0.148	0.148	0.146	n/a	0.163	0.233	0.167	1	
H. D. Index(1992)	0.203	0.474	0.212	0.215	0.224	0.214	0.254	0.209	0.322	0.258	1	
H. D. Index(1993)	0.225	0.534	0.291	0.292	0.297	0.223	0.353	0.204	0.331	0.288	1	
H. D. Index(1994)	0.221	0.547	0.288	0.281	0.291	0.229	0.355	0.206	0.321	0.258	1	
Relative Gender Development Index(1993)	0.247	0.605	0.322	0.322	0.329	0.251	0.395	0.225	0.367	0.321	1	
Population												based on GDI = (actual/0.855), 0.855 is the aggregate GDI for development countries in 1993. It is measure of female/male equity with maximum value of 1.0 in 1993.
1995 (millions)	10.4	0.4	6.4	1.1	1.1	9.8	2.3	9.0	8.5	49.0	1	
% of regional total	21.2%	0.8%	13.1%	2.2%	2.2%	20.0%	4.7%	18.4%	17.4%	100.0%		
Population Growth Rate												
Average (1980-1992)	2.6	2.1	2.4	3.0	1.9	2.6	2.4	3.3	2.9	2.7	1	
Expected (1992-2000)	2.7	2.8	2.8	2.5	2.1	3.1	2.8	3.2	2.7	2.9	1	
GNP/Capita												
1995(\$/capita)	230	960	180	320	250	250	460	220	600	309	2	
1994(\$/capita)	300	930	180	330	240	250	480	230	610	386	2	
1993(\$/capita)	290	920	210	350	237	270	500	270	750	418	2	
Growth Rate(%/year)												
Actual(1985-1995)	-0.2%	3.0%	0.6%	0.0%	2.0%	0.8%	0.5%	0.0%	0.0%	0.3%	2	
Expect(1992-2000)	2.5	2.7	2.5	1.0	2.1	2.0	2.0	1.0	1.6	2.0	2	
Most recent (1996)	2.7	1.1	0.2	3.0	3.5	0.8	2.3	0.6	2.4	1.5	2	
Est. 1997	2.7	1.1	3.8	2.0	2.0	2.6	2.4	1.0	1.8	2.3	4	

Table 1: Selected Development Indicators for the Sahel

Indicator	Burkina Faso	Cape Verde	Chad	The Gambia	Guinea Bissau	Mali	Mauritania	Niger	Senegal	Sahel	Source	Notes
Poverty	8.6424	0.266	4.2368	0.8382	0.8712	7.3402	1.1592	7.119	5.032	35.505		Chad = Niger, Mali=Burkina Faso, weighted by rural population
UNDP Poverty measure(% population, 1993)	60	32	61	38	87	59	32	62	54	58	1	
Relative Poverty (% below 2/3 national avg.)												
% of total population	56	44	38	50	54	56	41	38	55	49	3	
% of rural population	65	48	43	73	65	65	48	43	78	59	3	
Total (% of population >15 yrs, 1970)	8	37	11			8		4	12	13	1	
Total (% of population, 1985)		47		20	30		27				3	
Total (% of population, 1992)				27	36		34				3	
Total (% of population, 1993)	18		46			28		13	31	29	1	
Total (% of population, 1995)	19	72	48	39	55	31		14	33	29	2	
Annual improvement (% of pop.)	0.4	1.4	1.5	1.9	2.5	0.9	1.0	0.4	0.8	0.8	1	
Female (% of females>15 yrs, 1993)	9	59.6	35	25	42	26	23	7	23	20	1	
Natural Resources												
Land Area (000 km2 in 1993)	274.2	4.0	1,284.0	11.3	36.1	1,240.2	1,025.5	1,267.0	196.7	5,339.0	3	
Ag. Land (% of total)	49.5%	15.9%	38.3%	27.0%	50.5%	26.3%	38.5%	9.9%	28.3%	29.1%	3	
Ag. land irrigated (%)	0.2%	3.1%	0.0%	4.4%	0.4%	0.6%	0.0%	0.3%	3.3%	0.3%	3	
Arable land (% of total area)	13.8%	10.7%	2.5%	15.9%	8.3%	2.0%	0.2%	2.8%	11.8%	3.0%	1	
Arable land irrigated (% of arable)	0.6%	7.0%	0.4%	8.3%	5.7%	3.1%	23.9%	1.8%	3.0%	2.1%	1	
Forest & Woods as % of total area	50.4%	0.2%	25.2%	24.5%	29.6%	5.6%	4.3%	2.0%	53.1%	13.5%	1	
Deforestation rate 1981-90 (annual %)	-0.7	7.8	-0.7	-0.7	-0.7	-0.8	0.03	0.03	-0.5	-0.6	5	

Sources: 1) UNDP 1996 Human Development Report; 2) World Bank, World Development Report, 1995, 1996; 3) World Bank, Social Indicators of Development, 1994, and database; 4) based on 1996 SPA documents; 5) World Resources, WRI.

ANNEX B

Table 1: Status of the Desertification Convention, National Environmental Action Plans (NEAP) and National Action Programs (NAP) in Sahelian Countries as of 8/97.

Country	Convention Ratified	Chef de Fil (CdF)	Status of NAP
CILSS	NA	NA	The CILSS PASP activity (at Headquarters) will help coordinate NAPs at the regional level and provide assistance to help create the fora necessary for local participation mandated by the Convention. 6/95(Dakar) CILSS mandate to guide the sub-regional action plan. 2/96(Lome) strategy for elaboration of sub-regional action plan. 3/97 (Niamey) regional meeting to finalize sub-regional AP.(17 ECOWAS countries).
Cape Verde (complete)	YES	France	NEAP /NAP, 96). Coordinating unit and fora (95) Fora meetings (96) NEAP being prepared (97)
Mauritania	YES	None	No actual NEAP /NAP-like program started in 95) Coordination unit created and Developing workplan (97)
Senegal	YES	None	NEAP/NAP (started 96, expect completion May ,97) Coordination unit created (93) Fora created with NEAP
The Gambia (complete)	YES	None	NEAP completed (92) Coordination Task Force created (95)
Guinea Bissau	YES	None	NEAP completed (93) Coordination unit created (1990) but has not been operational No specific action underway (97)
Mali	YES	Germany	NEAP (95), NAP (started 96, not yet complete) Coordinating unit created Fora organized (95) Fora meetings (planned, 96, started, 97), Workplan being developed (97)
Burkina Faso	YES	The Netherlands	NEAP completed (91) Coordinating unit created Fora created (95) Workplan developed (97)
Niger	YES	UNDP	NEAP/NAP (started 96, not yet completed) Coordination unit created Fora to be established (97)
Chad	YES	France	NEAP/NAP (not started) Coordination unit created National fora to be created (98)

Source: USAID, Club du Sahel, World Resources Institute, World Bank. Note: The Desertification Convention mandates participatory development of NAPs. Most of the early NEAPs were top down, so separate NAPs had to be developed. Later NEAPs included the necessary "fora" for participatory development, so the NEAP/NAP is developed jointly.

Annex C

Examples of Activities of the WAEN in 1997

Nigeria: Organization of a joint Enterprise Network/Vision 2010 forum on "Regional Integration and Economic Prosperity in West Africa", in Abuja, Nigeria, in June 1997, attended by Network representatives from Ghana, Benin, Niger and Côte d'Ivoire, and addressing key policy reforms needed to improve regional trade in West Africa.

Benin: advocacy campaign to create a parallel commercial arbitration system to resolve commercial disputes more efficiently and rapidly; creation of a one-stop window for business creation; creation of a chocolate production plant, funded by Network members.

Senegal: creation of two new enterprises, capitalized through Network contributions: Soprocot-imports of bananas from Cote d'Ivoire during the off season in Senegal and Vitrosem- production of potato seedlings in vitro.

The Gambia: creation of a joint Gambian/Ghanaian insurance company linked to the Ghanaian parent insurance firm recently acquired by Databank Financial Services, one of the leading Network member firms in Ghana.

Chad: creation of an enterprise to produce school uniforms under government contract, financed by Network members.

Togo/Cote d'Ivoire: joint venture to provide computer-assisted design services for engineering purposes.

Ghana: Internet training through the Leland Initiative for all Network members.

Cote d'Ivoire: creation of air freight service based in Yamosoukrou; creation by Network members of five subcontracting firms to service major industries in Cote d'Ivoire.

Business relationships established with CIAN/France, CCA/USA, WAC/UK and Singapore Trade Development Board.

Regional/international events: Regional conference on Challenges of Partnerships: Direct Sourcing, Subcontracting and Joint Ventures .

Participation in World Bank Program of Seminars in Hong Kong, September 1997, on Investment Opportunities in Africa for Asian Investors.

USAID FY 2000 BUDGET REQUEST BY PROGRAM/COUNTRY

13-Aug-98
11:34 AMCountry/Program: Sahel Regional Program
Scenario: Base Level

S.O. #, Title					FY 2000												Future Cost (POST 2000)	Year of Final Oblig.
Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 99	Estimated Total	Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 00	Est. Total Cost life of SO			
S.O. 1, Assist national governments, regional institutions and private sector associations to identify, clarify and implement policy options which promote trade and investment in West Africa																		
DA	Bilateral	405	1,150		550	600								785	9,214	2,300	01	
DA	Field Spt	45	347		200	147								290		694		
Total		450	1,497	0		747	0	0		0	0	0	0			2,994		
S.O. 2, Regional dialogue increased on the role of civil society and communal, local and national governments in achieving improved management of natural resources, food security, and market development.																		
DA	Bilateral	401	664		151							50	463	890	5,400	1,328	01	
DA	Field Spt	45	175										175	175		350		
Total		446	839	0		0	0	0		0	0	50	638			1,678		
S.O. 3, Decision makers have ready access to relevant information on food security, population and the environment.																		
DA	Bilateral	1,762	3,944		561	683	800			100	100	1,700		3,950	56,461	7,888	01	
DA	Field Spt	196	720		100	375	145					100		700		1,440		
Total		1,958	4,664	0		1,058	945	0		100	100	1,800	0			9,328		
	Bilateral		0									0				0	XX	
	Field Spt		0															
Total		0	0	0	0	0	0	0		0	0	0	0			0		
	Bilateral		0													0	XX	
	Field Spt		0															
Total		0	0	0	0	0	0	0		0	0	0	0			0		
	Bilateral		0															
	Field Spt		0															
Total		0	0	0	0	0	0	0		0	0	0	0			0		
	Bilateral		0															
	Field Spt		0															
Total		0	0	0	0	0	0	0		0	0	0	0			0		
Total Bilateral		2,568	5,758	0		1,283	800	0		100	100	1,750	463					
Total Field Support		286	1,242	0		522	145	0		0	0	100	175					
TOTAL PROGRAM		2,854	7,000	0		1,805	945	0		100	100	1,850	638			14,000		

FY 2000 Request Sector Totals -- DA		
Econ Growth	2,867	
[Of which Microenterpris]	[0]	
HCD		
PHN	945	
Environment	1,850	
[Of which Biodiversity]	[0]	
Democracy	638	
Humanitarian	0	

FY 2000 Request Sector Totals -- ESF	
Econ Growth	0
[Of which Microenterprise]	[0]
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	[0]
Democracy	0
Humanitarian	0

FY 2001 Target Program Level	7,000
FY 2002 Target Program Level	7,000
FY 2003 Target Program Level	7,000

USAID FY 1999 Budget Request by Program/Country

13-Aug-98
11:34 AMCountry/Program: Sahel Regional Program
Scenario: Base Level

S.O. # , Title				FY 1999														Future Cost (POST 2000)	Year of Final Oblig.
Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 98	Estimated Total	Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 99	Est. Total Cost life of SO				
S.O. 1, Assist national governments, regional institutions and private sector associations to identify, clarify and implement policy options which promote trade and investment in West Africa																			
DA	Bilateral	552	750		350	400								650	9,214	2,300	01		
DA	Field Spt	61	197		50	147								50		694			
Total		613	947	0		547	0	0		0	0	0	0			2,994			
S.O. 2, Regional dialogue increased on the role of civil society and communal, local and national governments in achieving improved management of natural resources, food security, and market development.																			
DA	Bilateral	483	763									300		463	250	5,400	1,328	01	
DA	Field Spt	54	175											175	125	350			
Total		537	938	0		0	0	0		0	0	300		638		1,678			
S.O. 3, Decision makers have ready access to relevant information on food security, population and the environment.																			
DA	Bilateral	2,529	3,613		500	868	845					1,400		1,500	56,461	7,888	01		
DA	Field Spt	281	502		112	190	100					100		250		1,440			
Total		2,810	4,115	0		1,058	945	0		0	0	1,500	0			9,328			
	Bilateral		0									0					0	XX	
	Field Spt		0																
Total		0	0	0		0	0	0		0	0	0	0				0		
	Bilateral		0														0	XX	
	Field Spt		0																
Total		0	0	0		0	0	0		0	0	0	0				0		
	Bilateral		0														0	XX	
	Field Spt		0																
Total		0	0	0		0	0	0		0	0	0	0				0		
	Bilateral		0															0	
	Field Spt		0																
Total		0	0	0		0	0	0		0	0	0	0						
Total Bilateral		3,564	5,126	0		1,268	845	0		0	0	1,700	463						
Total Field Support		396	874	0		337	100	0		0	0	100	175						
TOTAL PROGRAM		3,960	6,000	0		1,605	945	0		0	0	1,800	638				14,000		

FY 1999 Request Sector Totals -- DA		
Econ Growth	2,617	
[Of which Microenterpris	[0]	
HCD	0	
PHN	945	
Environment	1,800	
[Of which Biodiversity]	[0]	
Democracy	638	
Humanitarian	0	

FY 1999 Request Sector Totals -- ESF	
Econ Growth	0
[Of which Microenterprise	[0]
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	[0]
Democracy	0
Humanitarian	0

FY 2001 Target Program Level	7,000
FY 2002 Target Program Level	7,000
FY 2003 Target Program Level	7,000

USAID FY 1998 Budget Request by Program/Country

13-Aug-98
11:34 AMCountry/Program: Sahel Regional Program
Scenario: Base Level

S.O. #, Title				FY 1998												Future Cost (POST 2000)	Year of Final Oblig.
Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 97	Estimated Total	Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 98	Est. Total Cost life of SO		
S.O. 1, Assist national governments, regional institutions and private sector associations to identify, clarify and implement policy options which promote trade and investment in West Africa																	
DA	Bilateral	3,049	400		148	252								500	9,214	2,300	01
DA	Field Spt	339	400			400								100		694	
Total		3,388	800	0		652	0	0		0	0	0	0			2,994	
S.O. 2, Regional dialogue increased on the role of civil society and communal, local and national governments in achieving improved management of natural resources, food security, and market development.																	
DA	Bilateral	813	376			151						50	175	300	5,400	1,328	01
DA	Field Spt	91	325										325	100		350	
Total		904	701	0		151	0	0		0	0	50	500			1,678	
S.O. 3, Decision makers have ready access to relevant information on food security, population and the environment.																	
DA	Bilateral	8,455	3,290		1,409	131	400					1,350		1,500	56,461	7,888	01
DA	Field Spt	940	110		10							100		300		1,440	
Total		9,395	3,400	0		131	400	0		0	0	1,450	0			9,328	
CD	Bilateral	101	268							100	168	0		369		0	XX
CD	Field Spt		0														
Total		101	268	0		0	0	0		100	168	0	0			0	
	Bilateral		0													0	XX
	Field Spt		0														
Total		0	0	0		0	0	0		0	0	0	0			0	
	Bilateral		0													0	XX
	Field Spt		0														
Total		0	0	0		0	0	0		0	0	0	0			0	
	Bilateral		0														
	Field Spt		0														
Total		0	0	0		0	0	0		0	0	0	0			0	
	Bilateral		0														
	Field Spt		0														
Total		0	0	0		0	0	0		0	0	0	0			0	
Total Bilateral			12,418	4,334	0	534	400	0		100	168	1,400	175				
Total Field Support			1,370	835	0	400	0	0		0	0	100	325				
TOTAL PROGRAM			13,788	5,169	0	934	400	0		100	168	1,500	500			14,000	

FY 1998 Request Sector Totals -- DA	
Econ Growth	2,501
[Of which Microenterpris	[0]
HCD	0
PHN	868
Environment	1,500
[Of which Biodiversity]	[0]
Democracy	500
Humanitarian	0

FY 1998 Request Sector Totals -- ESF	
Econ Growth	0
[Of which Microenterprise	[0]
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	[0]
Democracy	0
Humanitarian	0

FY 2001 Target Program Level	7,000
FY 2002 Target Program Level	7,000
FY 2003 Target Program Level	7,000

Sahel Regional Program

GLOBAL FIELD SUPPORT									
Objective Name	Field Support: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)					
				FY 1998 Obligated by:		FY 1999 Obligated by:		FY 2000 Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
SOs 1, 2 and 3	RAISE	Medium-high	3 years (FYs 1998-2000)	210		124		124	
SOs 1 and 2	936-5470 Implementing Policy Change II	Medium-high	3 years (FYs 1998-2000)	225				150	
SOs 1 and 3	Food Security II	Medium-high	3 years (FYs 1998-2000)		200		300		300
SO 2: D/G	936-4213 BASIS Technical Services Contract	Medium-high	2 years (FYs 1999-2000)			75		75	
SO 2: D/G	936-5468 General Governance Services IQC	Mediium-high	2 years (FYs 1999-2000)			100		100	
SOs 2 and 3:	[G/EGAD or G/ENV activity on local revenue generation]	Medium-high	3 years (FYs 1998-2000)	200		75		75	
SO 3: information	PCE-A-00-95-00021-01 Environmental Policy & Management	Medium-high	2 years (FYs 1999-2000)			100		100	
SO 3: information	936-3078 The Policy Project contract	Medium-high	2 years (FYs 1999-2000)			100		168	
SO 3: informatio	936-3046 Demographic Data Initiatives (BuCen)	Medium-high	1 year (FY 2000)					150	
GRAND TOTAL.....				635	200	574	300	942	300

* For Priorities use high, medium-high, medium, medium-low, low

Workforce

Org. Sahel Regional Program FY 1998 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	0.5	0.5	1					2		0.5		0.5	0.5	0.5	2	4
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
Program	1	0.5	1.5					3							0	3
FNS/TCN Direct Hire:																
OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
FNS/TCN Non-Direct Hire:																
OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
Program								0							0	0
Total Staff Levels	1.5	1	2.5	0	0	0	0	5	0	0.5	0	0.5	0.5	0.5	2	7
TAACS								0							0	0
Fellows								0							0	0

1/ Excluding TAACS and Fellows

Workforce

Org. Sahel Regional Program FY 1999 Target On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	0.3	0.3	0.4					1		0.5		0.5	0.5	0.5	2	3
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
Program	1	1	1					3							0	3
FSN/TCN Direct Hire:																
OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
FSN/TCN Non-Direct Hire:																
OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
Program								0							0	0
Total Staff Levels	1.3	1.3	1.4	0	0	0	0	4	0	0.5	0	0.5	0.5	0.5	2	6
TAACS								0							0	0
Fellows								0							0	0

1/ Excluding TAACS and Fellows

Org. Sahel Regional Program FY 1999 Request On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	0.3	0.3	0.4					1		0.5		0.5	0.5	0.5	2	3
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
Program	1	1	1					3							0	3
FSN/TCN Direct Hire:																
OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
FSN/TCN Non-Direct Hire:																
OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
Program								0							0	0
Total Staff Levels	1.3	1.3	1.4	0	0	0	0	4	0	0.5	0	0.5	0.5	0.5	2	6
TAACS								0							0	0
Fellows								0							0	0

1/ Excluding TAACS and Fellows

Workforce

Org. Sahel Regional Program FY 2000 Target On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	0.3	0.3	0.4					1		0.5		0.5	0.5	0.5	2	3
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
Program	1	1	1					3							0	3
FSN/TCN Direct Hire:								0							0	0
OE Internationally Recruited								0							0	0
OE Locally Recruited																
FSN/TCN Non-Direct Hire:								0							0	0
OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
Program															0	0
Total Staff Levels	1.3	1.3	1.4	0	0	0	0	4	0	0.5	0	0.5	0.5	0.5	2	6
TAACS								0							0	0
Fellows								0							0	0

1/ Excluding TAACS and Fellows

Org. Sahel Regional Program FY 2000 Request On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	0.3	0.3	0.4					1		0.5		0.5	0.5	0.5	2	3
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
Program	1	1	1					3							0	3
FSN/TCN Direct Hire:								0							0	0
OE Internationally Recruited								0							0	0
OE Locally Recruited																
FSN/TCN Non-Direct Hire:								0							0	0
OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
Program															0	0
Total Staff Levels	1.3	1.3	1.4	0	0	0	0	4	0	0.5	0	0.5	0.5	0.5	2	6
TAACS								0							0	0
Fellows								0							0	0

1/ Excluding TAACS and Fellows

Workforce

Org. Sahel Regional Program FY 2001 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	0.3	0.3	0.4					1		0.5		0.5	0.5	0.5	2	3
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
Program	1	1	1					3							0	3
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited								0							0	0
Program								0							0	0
Total Staff Levels	1.3	1.3	1.4	0	0	0	0	4	0	0.5	0	0.5	0.5	0.5	2	6
TAACS								0							0	0
Fellows								0							0	0

1/ Excluding TAACS and Fellows

Org. Sahel Regional Program Summary On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
FY 1998:																
U.S. Direct Hire	0.5	0.5	1	0	0	0	0	2	0	0.5	0	0.5	0.5	0.5	2	4
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total OE Funded Staf	0.5	0.5	1	0	0	0	0	2	0	0.5	0	0.5	0.5	0.5	2	4
Program Funded	1	0.5	1.5	0	0	0	0	3	0	0	0	0	0	0	0	3
Total FY 1998	1.5	1	2.5	0	0	0	0	5	0	0.5	0	0.5	0.5	0.5	2	7

FY 1999 Target:																
U.S. Direct Hire	0.3	0.3	0.4	0	0	0	0	1	0	0.5	0	0.5	0.5	0.5	2	3
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total OE Funded Staf	0.3	0.3	0.4	0	0	0	0	1	0	0.5	0	0.5	0.5	0.5	2	3
Program Funded	1	1	1	0	0	0	0	3	0	0	0	0	0	0	0	3
Total FY 1999 Target	1.3	1.3	1.4	0	0	0	0	4	0	0.5	0	0.5	0.5	0.5	2	6

FY 1999 Request:																
U.S. Direct Hire	0.3	0.3	0.4	0	0	0	0	1	0	0.5	0	0.5	0.5	0.5	2	3
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total OE Funded Staf	0.3	0.3	0.4	0	0	0	0	1	0	0.5	0	0.5	0.5	0.5	2	3
Program Funded	1	1	1	0	0	0	0	3	0	0	0	0	0	0	0	3
Total FY 1999 Request	1.3	1.3	1.4	0	0	0	0	4	0	0.5	0	0.5	0.5	0.5	2	6

FY 2000 Target:																
U.S. Direct Hire	0.3	0.3	0.4	0	0	0	0	1	0	0.5	0	0.5	0.5	0.5	2	3
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total OE Funded Staf	0.3	0.3	0.4	0	0	0	0	1	0	0.5	0	0.5	0.5	0.5	2	3
Program Funded	1	1	1	0	0	0	0	3	0	0	0	0	0	0	0	3
Total FY 2000 Target	1.3	1.3	1.4	0	0	0	0	4	0	0.5	0	0.5	0.5	0.5	2	6

Workforce

FY 2000 Request:																
U.S. Direct Hire	0.3	0.3	0.4	0	0	0	0	1	0	0.5	0	0.5	0.5	0.5	2	3
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total OE Funded Staf	0.3	0.3	0.4	0	0	0	0	1	0	0.5	0	0.5	0.5	0.5	2	3
Program Funded	1	1	1	0	0	0	0	3	0	0	0	0	0	0	0	3
Total FY 2000 Request	1.3	1.3	1.4	0	0	0	0	4	0	0.5	0	0.5	0.5	0.5	2	6

FY 2001 Estimate:																
U.S. Direct Hire	0.3	0.3	0.4	0	0	0	0	1	0	0.5	0	0.5	0.5	0.5	2	3
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total OE Funded Staf	0.3	0.3	0.4	0	0	0	0	1	0	0.5	0	0.5	0.5	0.5	2	3
Program Funded	1	1	1	0	0	0	0	3	0	0	0	0	0	0	0	3
Total FY 2000 Target	1.3	1.3	1.4	0	0	0	0	4	0	0.5	0	0.5	0.5	0.5	2	6

MISSION : Sahel Regional Program

USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 98	NO. OF USDH EMPLOYEES IN BACKSTOP FY 99	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001
01SMG				
02 Program Off.	2	1	1	1
03 EXO				
04 Controller	0.5	0.5	0.5	0.5
05/06/07 Secretary				
10 Agriculture.				
11Economics				
12 GDO				
12 Democracy				
14 Rural Dev.				
15 Food for Peace				
21 Private Ent.				
25 Engineering				
40 Environ				
50 Health/Pop.				
60 Education				
75 Physical Sci.				
85 Legal	0.5	0.5	0.5	0.5
92 Commodity Mgt				
93 Contract Mgt	0.5	0.5	0.5	0.5
94 PDO	0.5	0.5	0.5	0.5
95 IDI				
Other*				
TOTAL	4	3	3	3

*please list occupations covered by other if there are any

Operating Expenses

Org. Title: <u>Sahel Regional Program</u>				Overseas Mission Budgets														
Org. No: <u>625</u>				FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total

Org. Title: <u>Sahel Regional Program</u>				Overseas Mission Budgets														
Org. No: <u>625</u>				FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total

Operating Expenses

Org. Title: <u>Sahel Regional Program</u>		Overseas Mission Budgets														
Org. No: <u>625</u>		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	50		50			0			0			0			0
	Subtotal OC 11.1	50	0	50	0	0	0	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0			0			0
11.5	FNDH			0			0			0			0			0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0			0			0			0			0
11.8	FN PSC Salaries			0			0			0			0			0
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0			0			0
	Subtotal OC 11.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0			0			0			0			0
12.1	Cost of Living Allowances	13.5		13.5			0			0			0			0
12.1	Home Service Transfer Allowances			0			0			0			0			0
12.1	Quarters Allowances			0			0			0			0			0
12.1	Other Misc. USDH Benefits			0			0			0			0			0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FNDH			0			0			0			0			0
12.1	Other FNDH Benefits	20		20			0			0			0			0
12.1	US PSC Benefits			0			0			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FN PSC			0			0			0			0			0
12.1	Other FN PSC Benefits			0			0			0			0			0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0			0			0
	Subtotal OC 12.1	33.5	0	33.5	0	0	0	0	0	0	0	0	0	0	0	0
13	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FNDH			0			0			0			0			0
13	Other Benefits for Former Personnel - FNDH			0			0			0			0			0
13	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FN PSCs			0			0			0			0			0
13	Other Benefits for Former Personnel - FN PSCs			0			0			0			0			0

Operating Expenses

Org. Title: <u>Sahel Regional Program</u>		Overseas Mission Budgets														
Org. No: <u>625</u>		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Training Travel		0	0		0	0		0	0		0	0		0	0
21	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Post Assignment Travel - to field			0			0			0			0			0
21	Assignment to Washington Travel	4		4			0			0			0			0
21	Home Leave Travel			0			0			0			0			0
21	R & R Travel			0			0			0			0			0
21	Education Travel			0			0			0			0			0
21	Evacuation Travel			0			0			0			0			0
21	Retirement Travel			0			0			0			0			0
21	Pre-Employment Invitational Travel			0			0			0			0			0
21	Other Mandatory/Statutory Travel			0			0			0			0			0
21	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Site Visits - Headquarters Personnel	29		29	47.5		47.5			0	47.5		47.5	47.5		47.5
21	Site Visits - Mission Personnel			0			0			0			0			0
21	Conferences/Seminars/Meetings/Retreats	32		32			0			0			0			0
21	Assessment Travel			0			0			0			0			0
21	Impact Evaluation Travel			0			0			0			0			0
21	Disaster Travel (to respond to specific disasters)			0			0			0			0			0
21	Recruitment Travel			0			0			0			0			0
21	Other Operational Travel			0			0			0			0			0
	Subtotal OC 21.0	65	0	65	47.5	0	47.5	0	0	0	47.5	0	47.5	47.5	0	47.5
22	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22	Post assignment freight	26		26			0			0			0			0
22	Home Leave Freight			0			0			0			0			0
22	Retirement Freight			0			0			0			0			0
22	Transportation/Freight for Office Furniture/Equip.			0			0			0			0			0
22	Transportation/Freight for Res. Furniture/Equip.			0			0			0			0			0
	Subtotal OC 22.0	26	0	26	0	0	0	0	0	0	0	0	0	0	0	0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space			0			0			0			0			0
23.2	Rental Payments to Others - Warehouse Space			0			0			0			0			0
23.2	Rental Payments to Others - Residences			0			0			0			0			0
	Subtotal OC 23.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.3	Communications, utilities, and miscellaneous charge	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities			0			0			0			0			0
23.3	Residential Utilities	6		6			0			0			0			0
23.3	Telephone Costs			0			0			0			0			0
23.3	ADP Software Leases			0			0			0			0			0

Operating Expenses

Org. Title: <u>Sahel Regional Program</u> Org. No: <u>625</u> OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
23.3	ADP Hardware Lease			0			0			0			0			0
23.3	Commercial Time Sharing			0			0			0			0			0
23.3	Postal Fees (Other than APO Mail)			0			0			0			0			0
23.3	Other Mail Service Costs			0			0			0			0			0
23.3	Courier Services			0			0			0			0			0
	Subtotal OC 23.3	6	0	6	0	0	0	0	0	0	0	0	0	0	0	0
24	Printing and Reproduction			0			0			0			0			0
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0			0			0
25.1	Management & Professional Support Services			0			0			0			0			0
25.1	Engineering & Technical Services			0			0			0			0			0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards			0			0			0			0			0
25.2	Residential Security Guard Services			0			0			0			0			0
25.2	Official Residential Expenses			0			0			0			0			0
25.2	Representation Allowances			0			0			0			0			0
25.2	Non-Federal Audits			0			0			0			0			0
25.2	Grievances/Investigations			0			0			0			0			0
25.2	Insurance and Vehicle Registration Fees			0			0			0			0			0
25.2	Vehicle Rental			0			0			0			0			0
25.2	Manpower Contracts			0			0			0			0			0
25.2	Records Declassification & Other Records Services			0			0			0			0			0
25.2	Recruiting activities			0			0			0			0			0
25.2	Penalty Interest Payments			0			0			0			0			0
25.2	Other Miscellaneous Services			0			0			0			0			0
25.2	Staff training contracts			0			0			0			0			0
25.2	ADP related contracts			0			0			0			0			0
	Subtotal OC 25.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.3	Purchase of goods and services from Government ac	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS			0			0			0			0			0
25.3	All Other Services from Other Gov't. accounts			0			0			0			0			0
	Subtotal OC 25.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance			0			0			0			0			0
25.4	Residential Building Maintenance			0			0			0			0			0
	Subtotal OC 25.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Operating Expenses

Org. Title: <u>Sahel Regional Program</u> Org. No: <u>625</u> OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs			0			0			0			0			0
25.7	Storage Services			0			0			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance			0			0			0			0			0
25.7	Vehicle Repair and Maintenance			0			0			0			0			0
25.7	Residential Furniture/Equip. Repair and Maintenance			0			0			0			0			0
	Subtotal OC 25.7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.8	Subsistence and support of persons (by contract or Gov't.)			0			0			0			0			0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26	Supplies and materials			0			0			0			0			0
	Subtotal OC 26.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31	Purchase of Residential Furniture/Equip.			0			0			0			0			0
31	Purchase of Office Furniture/Equip.			0			0			0			0			0
31	Purchase of Vehicles			0			0			0			0			0
31	Purchase of Printing/Graphics Equipment			0			0			0			0			0
31	ADP Hardware purchases			0			0			0			0			0
	Subtotal OC 31.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32	Purchase of Land & Buildings (& construction of bldgs.)			0			0			0			0			0
32	Purchase of fixed equipment for buildings			0			0			0			0			0
32	Building Renovations/Alterations - Office			0			0			0			0			0
32	Building Renovations/Alterations - Residential			0			0			0			0			0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42	Claims and indemnities			0			0			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		180.5	0	180.5	47.5	0	47.5	0	0	0	47.5	0	47.5	47.5	0	47.5
Dollars Used for Local Currency Purchases		_____			_____			_____			_____			_____		
Exchange Rate Used in Computations		_____			_____			_____			_____			_____		